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The **CREDIT WORLD**

Official Publication of the National Retail Credit Association

National in Name---International in Scope

June, 1937 — Vol. XXV, No. 9

Twenty-Five Eventful Years!

For twenty-five eventful years—through the ups and downs of a changing world—through the greatest war and the greatest depression in all history—this Association has stood like a shield, protecting the credit granters of the United States and Canada against credit losses and discouraging credit abuses.

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25th

Year

Now--New "Standard" Collection Stickers

"O.K."—

—when you say, "Charge It"—
is a mark of trust—confidence
that you will pay promptly.

This account is overdue. Remit
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Keep Your Credit "O.K."

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Retail

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Credit
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N.R.C.A.

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which members used to the ex-
tent of a million a year, with
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until it comes back to you!

Credit Is Confidence—
Safeguard It!

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N.R.C.A.

Treat Your Credit As a Sacred Trust!

Credit is faith—confidence in
your agreement to pay accord-
ing to terms.

Keep Faith With Your Credi-
tors and Justify Their Trust!

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Prompt Payment

—is as necessary to the mer-
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prompt service is to you!

You are their paymaster. Pay
according to agreement and

Protect Your Credit.

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Past Due

Don't let this past due account
mar your credit record. Pay it
now—and keep your credit rec-
ord clear!

Prompt Payments Build Good
Credit!

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Credit
Association

N.R.C.A.

"Good Credit—

is worth more than all the
gold mines in the world,"
said Webster.

Prompt Payment Builds
Good Credit—"Worth
More Than Gold"

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We know how easy it is to
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now—please—while you have
it in mind?

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Past Due!

Prompt payment of this ac-
count is necessary to protect
your credit record.

Safeguard Your Credit—
It's "Worth More Than
Gold!"

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N.R.C.A.

The CREDIT WORLD

(Registered U. S. Patent Office.)

Official Magazine of the NATIONAL RETAIL CREDIT ASSOCIATION

June, 1937

Vol. XXV

No. 9

EDITORIAL AND EXECUTIVE OFFICES

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St. Louis, Missouri

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Proven Plans to Speed Collections

and

Timely Tips to Trim Office Overhead

By DAVID MORANTZ

President Retail Credit Association of
Kansas City, Kansas

Contains 288 proved collection plans and schemes, 50 tracing tricks, 42 tested office short cuts and postage-saving ideas, 10 ways to use the telephone to increase collections, how to locate debtor's job, 470 collection paragraphs in a unique Letter and Paragraph Book classified according to appeals to pride, fear, sense of fairness, etc., and numbered for convenient use and a wealth of other material along the same line.

"I ordered one for our company," wrote S. M. McCoy, Credit Manager, Holland Furnace Company, Holland, Michigan, "and think so much of it that I enclose check for one to be sent to my son, who is in similar work."

"I have never listened to finer talks and material for credit men than those you have presented to our Association. Now that you have published them, I predict that they will meet with the acclaim they warrant."
—Morris G. Riley, Secretary-Treasurer, Retail Credit Association, Kansas City, Mo.

"A highly valuable book."—H. J. Burris, John Taylor Dry Goods Company, Kansas City, Missouri.

"The best I have ever seen on the subject."
—T. B. Schneider, Schneider Jewelry Company, Kansas City, Kansas.

This wealth of tested, successful, cash-producing collection and time-, labor-, and postage-saving ideas, plans and letters is yours at the unbelievably low price of

—\$5.00—

National Retail Credit Association
1218 Olive Street St. Louis, Missouri

Twenty-Five Eventful Years!

[An Editorial]

By L. S. CROWDER

WHEN, in August of 1912, the founders of the National Retail Credit Association met in Spokane, they could hardly have foreseen the twenty-five eventful years that were to follow.

And yet, they could not have chosen a more opportune moment for the formation of this great protective organization. For, whether or not they realized it, the nation was on the threshold of great change!

In just three months, America was to witness the cleavage of the Republican party and the election of a Democratic President, for the first time in twenty years.

And two years later, almost to a day, the world was to witness the outbreak of war—a war which was to eventually involve the whole world and was destined to change the whole economic structure of America as well as the rest of the world.

These were trying times—times of change—for credit and credit men—times when old standards were cast aside, of sheer necessity, and only the fact that there was an Association which afforded a common meeting ground for retail credit granters enabled them to build new methods and standards to cope with new problems and conditions.

At the close of the war, American industry found itself geared up to quantity production. To save the nation from economic stagnation, Retail Credit stepped into the breach.

Installment credit placed what had hitherto been classed as luxuries within the reach of the masses—a new standard of living for all the people was achieved!

For retail credit executives had been keeping abreast of the times! Through their ever growing National Association, with its annual Conventions, they had been keeping their fingers on the pulse of the nation and anticipating its economic changes.

For that reason, they were able to weather the storm of the Great Depres-

sion and come through it with flying colors. For it is, today, an axiom that, of all assets, retail accounts receivable came through the depression with the least shrinkage and with the greatest eventual recovery. Banks crashed, merchandise and real estate shrank in value, stocks and bonds crumbled, but accounts receivable, based on no security but the inherent honesty of the American people, *paid out—eventually.*

That record will stand as silent tribute to the sagacity of the retail credit managers of the nation to the end of time! And credit is due in no small measure to the credit bureaus who, keeping pace with increased credit efficiency, supplied the information which made such a record possible.

So, looking back at this record of these twenty-five eventful years, we face the future with confidence in the ability of Retail Credit to meet Change—and master it!

To the founders and the charter members of the Association, and to all the faithful members who in the early years of the Association gave generously of their time, we owe a debt of gratitude.

To the officers and directors who have served over the years, and to our thousands of loyal members who have toiled enthusiastically in the interests of the National Association, the retailers of America are deeply grateful.

For the constructive work of the credit bureau managers—their efficient operation of the credit bureaus—their continued interest in the upbuilding of the N. R. C. A. and their contribution to its effectiveness—we express our sincere appreciation.

To those who have retired or entered other fields of endeavor, we extend our best wishes and an invitation to meet with us at Spokane at the Silver Anniversary Convention this month.

And, finally, we bow our heads in silent tribute to our former officers, directors, and members who, their labors finished, have passed on to the Great Beyond.

The Credit Application-- Foundation of Credit

By FORD R. LARRABEE*

Credit Manager, Ball Stores, Muncie, Ind.;
President, Thirteenth District, N.R.C.A.



A WISE old sage of the ages once said a very worthwhile thing. Marcus Aurelius proclaimed that "each day we should make a new beginning for what we have hitherto done is naught." In twentieth-century vernacular he was explaining that it is folly to attain a state of smugness or complete satisfaction.

Regardless of the progress we made yesterday we should begin today with a new determination to advance a little bit farther. I say these things to vindicate somewhat my subject. It is an old subject; one that we have always been haunted by whenever we read credit articles or listened to credit speeches.

However, it is still true that all credit men and women do not always take intelligent applications. There is still room for progress so I ask you to remember that though I intrude into the quietude of your satisfaction with the applications you are now taking, please remember that progress, however small, is precious and that there is no other point in the credit procedure where a small amount of progress pays dividends as large.

A prominent structural engineer once told me the story of how smokestacks are built. He told of all the problems various temperatures caused and of how each brick must be scientifically laid so that stress and strain caused by the wind will not cause complete destruction. Once all of these problems have been determined and the possibility of their happening eliminated the foundation is begun and the structure erected.

Taking an application for credit is the foundation of the credit structure and if our foundation is to be well built we must consider our problems and then construct our foundation so that it will eliminate, as far as is humanly possible, our credit problems.

A common problem is a customer's complaint that she did not understand the terms. Due to this misunderstanding, she has received some form of collection effort. She is peeved at the credit man because of this effort—she becomes antagonistic toward the store and may swiftly develop into a bad account. When this problem arises the credit man must call on his powers of persuasion and smooth out the difficulty.

However, if there had been a satisfactory explanation at the time the account was opened and a definite understanding, odds would favor the improbability of such a complaint. In those communities where the practice of charge account credit is rare and installment credit common, and in dealing with those customers who are applying for charge account credit for the first time, the credit manager of a charge account firm cannot be too careful

in seeing to it that the customer understands terms perfectly.

If he does not, he will soon find that merchandise priced to sell on a 30-day basis will be paid for in small weekly payments. This understanding can be of any nature in accordance with the policy of the particular store but it should be arrived at. "Credit," to a large group of people, means "payments" of the small weekly or semimonthly variety!

The credit manager of a payment-type firm must practice the art of explaining terms almost to the point of being meticulous. It has been said, and with insight, that no number of notices and letters will serve the purpose of satisfactorily explaining terms to a customer. You must write your terms into the "heart and consciousness" of your customer and there is but one ideal time to do this—during your first interview!

To my mind, the surest way to insure understanding of terms is to so conduct the interview that the customer will either inquire as to the terms or will state them herself. Once this is accomplished the customer is *conscious* of the terms of her obligation and, everything else being equal, will pay her account "as agreed."

Then we have the problem of the report by a customer that he is out of a job. Oftentimes, this is a legitimate statement, but consider for a moment these possibilities and desirabilities. The customer giving this report may have been employed on a Federal Relief Project that is completed or whose funds have been depleted. He may have been employed as a laborer in a factory for a short time to do some "Extra" work. In general his employment may have been temporary in nature and his report that he is out of work does not mean for a short time only due to seasonal or other industrial reasons, but until he can obtain employment elsewhere.

In order to forestall this situation, it is desirable to know where a man is employed and in what capacity. When the above-described situation occurs, the chances are that the credit man failed to inquire as to these things. A foolish statement? Possibly, but too often regretfully true. When a man gives a manufacturing concern as his place of employment, it makes a difference whether he is a laborer, clerk, foreman, accountant, or the president.

Next, there is the problem that always helps to make a gloomy day gloomier—the "locate." Too often, subsequent inquiry reveals that the customer was merely rooming at the address given and none of the other residents know his whereabouts. Or, that he had lived at the address but a short time and no acquaintanceship had yet been made.

Usually a check of the office records in such a case will

*An address before the Thirteenth District Conference, Milwaukee, Wis., April 13, 1937.

show that the credit office knows of no one else besides neighbors who would know of the whereabouts of the lost customer. The results of such a situation are two: increased costs and increased losses. When the account was opened the credit man should have found out if the customer was rooming, renting, or if he owned his own home. It is desirable to know the length of residence so previous addresses may be established if necessary.

At all times especial pains should be taken with single people and how very useful are the names of relatives and their addresses. Information and advice on how to locate skips are valuable but if more space and time were spent in educating credit people to obtain useful information at the time the account is opened, we would be able to deny credit to some of those who would have become "locates," and would be able to locate the others at far less cost. Our application blank would then in one respect, at least, be an *intelligent* application.

Of somewhat minor importance, perhaps, is the customers' objection to having their attention called to the amount of charges. In smaller communities where contact between the credit office is personal and constant this problem is of especial importance. This practice is, in a number of cases, necessary as the customer does not have the ability to pay for merchandise in amounts over a certain limit.

I am speaking of the customer who can afford to pay for higher charges. In most cases this customer's complaint is entirely legitimate. Care in ascertaining how much the customer wishes her account to run monthly will forestall this situation but, of course, the credit man's judgment is on trial here. If such care is taken and charges exceed a set limit and it is advisable to call the customer's attention to the fact that this limit is being exceeded, it can be done courteously and other arrangements can be made.

A number of special cases can be summoned up in the problems embraced by an account that develops into a poor risk. When this occurs there is a question that can be asked to determine if the credit man was in error when he opened the account. This question is the heart of this article: *Has the account gone bad due to circumstances that were not present at the time the account was opened?*

If something has happened to change circumstances to an unfavorable state then, generally speaking, the credit man cannot be held responsible. If, however, the customer was a poor risk at the time the account was opened and credit was extended in ignorance of this—then the credit man is to blame. He faces a logical conclusion that he cannot refute: *He did not take an intelligent application.*

I do not know if figures are available to show what percentage of credit losses is traceable to negligence at the time of application. I am certain, though, that the amount of losses can be materially reduced by *determining at the outset* if a customer is worthy of credit. It is not always possible to accomplish this during the period of the initial interview but enough information should be obtained to make it possible to determine a credit standing when clearance is made through the Credit Bureau. Such things include:

1. Full name—first name in full
2. Wife's first name

3. Address and previous address
4. References
5. Renting, rooming, etc.
6. Relatives
7. Employment, its type
8. Length of time in city.

I can merely make statements regarding this point. I cannot hope to convince you of the truth of them as successfully as you can convince yourselves. If you are willing to be convinced you might follow this procedure: When you discover that an account is a bad risk, a locate, or some incident occurs to make the credit questionable—get the application blank out of file and examine it. If any of the following things are evident my judgment will be vindicated. If circumstances have changed, the application and the credit report will probably be favorable. If circumstances have not changed, there will be no credit report or the report will be unfavorable. No references were asked for, type of employment was not ascertained, the information obtained is very scarce and sketchy. Conclusively, it will be evident that had the *missing information* been obtained, the account would have been rejected.

As members of the credit profession, we are agreed that we wish to keep losses down and collections as high as is desirable. A man who for several years dealt in commercial credit once observed that he marveled at the difference in the amount of additional information needed for retail credit. I would add that it is undesirable to place a limit on this amount! An intelligent application is a foundation of successful credit operation and if we are to achieve our point of agreement it would be well to consider *information in abundance* as a prime factor of that foundation.

The problems just outlined (and the suggestions for elimination) suggest that this initial meeting between the customer and the credit man amount to something approaching a cross-examination. Under no circumstances should the customer be allowed to derive this impression. There are, of course, no set rules of order to be followed.

Psychology teaches us that we can obtain results from those with whom we come in contact by appealing to their stereotypes or human wants. Our approach and conversation will be determined, therefore, by the type of person we are dealing with. The farmer, the laborer, the housewife, the businessman do not invite set rules of order. They challenge versatility!

Pleasantness of manner with ability to secure information without offense to the customer are desirable. I have suggested from time to time what this information should be and have left to the last one more important aspect in the taking of an intelligent application.

I have been speaking of fundamentals and prime qualities. The quality most necessary when a credit man takes an application, if it is to be intelligent, is—*salesmanship*. He must sell the customer on giving him information, he must sell himself, he must sell the store, its services, its merchandise, its terms and its personnel.

The paying habits of the customer, the amount of merchandise purchased, and future pleasant relationship may easily depend on the extent to which the credit man sells these things. Every member of a retail organization must be "selling" in one manner or another. The Credit Department cannot be an exception.

(Continued on page 28.)

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Never before have credit executives had as favorable an opportunity to reduce receivables, restore customer purchasing power and increase turn-over and good will as today.

Morris Plan offers you its facilities for this purpose—a made-to-measure banking service for your customers, liberal in terms, flexible in arrangement and free of red tape.

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The Relationship of Industrial Banking To Retail Credit Practices

By B. J. WHITLEY*

Secretary, The Morris Plan Bank of Fort Worth; President, Retail Credit Men's Association, Fort Worth, Texas.

FRANKLY, the credit extension procedure in Industrial Banking and in Retail Credit are so closely related that I might say they are the same, and I will have covered my subject. If you are experienced only in retail credit practices then my stating that the procedure in both organizations is practically identical may seem a bit exaggerated, because it seems to be a prevailing thought that banks have a particular way of operating, which is only adaptable to banks and on which they enjoy a certain power over their customers that is not attained in any other type of organization, but it is a mistaken idea.

Long ago we found that our procedure was all wrong and that we were trying to build up safeguards around an applicant who could not qualify under our credit policy, and that the only sound principle upon which to extend credit was to pass judgment on the applicant first, and then, upon approval of the applicant, consider his endorsers as a secondary matter.

If the applicant does not qualify, then the loan under present-day practice is declined with some very few and rare instances where the endorser is good and requests the loan be made. On his personal appearance at the bank at which time he agrees to personally meet the payments on the loan, if granted, he has knowledge of the fact that he is the only endorser.

We learned also that the greater the number of endorsers, the greater our losses, because a greater number of people on a note involves more difficulty in working out a satisfactory agreement which all of them will live up to. Because of these reasons we have turned to extending credit with our dependence in the maker of the loan to the extent that we have much paper with no endorsers, with one endorser, and in rare instances not more than two endorsers.

Personally, I advocate making loans with no endorsers and with never more than one, if and when additional security seems necessary. My reason for this is that upon such procedure loan officers are automatically forced to hold to a strict credit policy and not inclined to be lured by the uncertain value of a long list of names on a note. For the same reason in this type paper we find a much healthier condition in the bank and in the quality of its paper.

Our problem has grown to a position closely related to retail credit practice where credit is extended with dependence in the individual. An industrial bank extending credit with its dependence largely in the endorsers on its notes will come to a very sad and unprofitable end.

You credit men in the retail stores know the headache

of guaranteed accounts. You may not have realized it, but there is not a great difference in securing payment from the person who has guaranteed an account on your books and in our collecting in industrial banks from our endorsers.

I dare say that the reaction from our endorser to leave the burden of putting pressure on the maker of the loan strictly on us (as though we had never asked for the money before) is identical to the reaction when you ask for a payment from the person who has guaranteed the account on your books.

I do not hesitate to state that we hold strongly to our control of the customer while, at the same time, we endeavor to employ every reasonable cooperative measure to hold the customer's interest and effort, rather than provoke and antagonize by sudden action. We try to correlate the amount of the payments to the changed circumstances of the borrower. Extensions, loans with smaller payments, assistance in budgeting the debtor's income, etc., all play their part in assisting our customers and protecting their credit, *but whatever the arrangements might be we insist upon control.*

Permit me to state without a boasting attitude that banks are very proud of their position in controlling their customers and that we have reached our advantageous position merely because banks pioneered the idea. The value of such procedure has been recognized and has become popular in retail credit policy to the extent that progressive retail credit men develop and put into practice the same requirements of their customers, which we practice in the banks; and it is their duty to do so, because there is no difference in the value of the service in retail credit extension and in industrial bank service to the individual.

Be it a payment on a loan or a thirty-day open account that is due, there is no difference whatever in so far as the customer's duty is concerned, and no difference in the requirement made of him by the industrial bank or by the retail credit manager. Both have extended credit upon the same sound principle. Whether it is money or merchandise that has been received by the customer at the time credit is extended makes no difference whatever. The procedure of either group in credit extension is the same.

No community can survive in so healthy a condition as it does with the credit service offered by the retail store and by the industrial bank. Each aids the consumer in an identical way by allowing him to use his credit, and both extend such credit upon the same sound principle. Each enters into the field of training and educating the public to the proper uses and control of credit.

*An address before the Eighth District Conference, Houston, Texas, May 10, 1937.

The public may realize that we have in mind our own protection, but it hardly occurs to them the benefits they derive from the knowledge of the trained executive who renders them an invaluable service. Thousands of people in each of our communities owe their well-being and relief from financial worries to the credit men in their community—for having kept them on a sound plan, whereby they pay their obligations and accumulate a little for themselves.

We credit men in banks and retail stores alike know well the many failures—financially, morally, and otherwise—that would occur all around us, if we were not controlling the consumer public, who buy on future earnings and pay past obligations on future earnings. We carry on a worth-while cause in our respective communities, which so far as the public is concerned is a thankless job, but to our employers it pays dividends (which they realize).

Both the industrial bank and the retail credit man must have an application before them that gives identical information in order to pass judgment in accepting or declining the applicant for credit. With the information that the application reveals, we arrive at the same crossroads, regardless of what differences in detail procedure we might have, by determining from the information before us how much credit, if any, can be extended—and the relationship is identical because our requirements are the same; namely, *character, stability, and paying capacity*.

Of course, there are many headings that come under these three requirements, which I am sure we are all so familiar with that it is not necessary to go into detailed explanation.

The money outstanding on the bank's notes, and the money outstanding on the retail stores' accounts are definitely identical and hold within themselves our very life-blood by which we continue to operate. In trust with our customers lies the cost of our goods sold, our operating cost, and our profits. All must return to us with a minimum of loss that must be controlled to a satisfactory degree, or we are sunk—be it a bank or a retail credit store.

It has been said that credit is not an exact science, but its extension at any time requires the painstaking and informed judgment of experienced persons with a proper consideration of relative facts and conditions. There are no mathematical rules which may be applied, and correctness may only be judged by results, and this holds true in industrial banking and in retail credit alike.

Industrial bank procedure and retail credit practices are related in their aim to hold losses down to the smallest possible figure and at the same time not get too far over the line in strict requirements that will cut down volume and affect profits. Considerable comment could be made on this one point to which there are many angles and constructive thoughts, but it is aside from the subject I am discussing.

Experience has taught the industrial bank and the retail credit manager that with credit extended on a sound basis we need not be greatly concerned over the question of eventual losses. Our chief foe is the failure of our people to pay on the due date, and we are definitely related in our continuous effort to combat this

hazardous element, which arises after credit has been extended.

To burn into the mind of the consumer to pay promptly is an issue of both credit groups and is of major importance. In operation we are closely related—one advancing cash, the other merchandise, with a determined cash value, and both offer to the consumer our services for constructive and remedial purposes. Be it cash, merchandise, or little red apples that the customer wishes to gain possession of by using his credit, the principles upon which he is granted the privilege are one and the same—*character, stability, and paying capacity*.

Both groups being related in credit extension procedure and both profiting alike by the extension of credit as well as each other's existence in related service to the consumer, they should cooperate closely with each other for the benefit of the value of consumer credit to themselves, and the value of service rendered to the individuals in their community.

I could go considerably into detail of how the mechanical operation is handled in the industrial bank, and how it is handled in retail credit practices and show how both groups are related, but it would be somewhat tiresome to you for me to present a picture of the departments, so I will make only one other observation by saying that applications for credit in either group cannot be ground out with machine-like precision as each represents a human problem, and that these problems are solved by credit men in the industrial banks and in retail credit stores with identical goals to reach.

BUILD BUDGET ACCOUNTS . . .

but limit credit risks!



with Rand McNally BUDGET COUPON BOOKS

At last . . . an easy, practical system of credit control! Leading department stores are enthusiastic over the way Rand McNally Budget Coupon Books are increasing their present volume of business, doing away with expensive bookkeeping, and reducing credit risks.

These handy books are issued in any desired denominations, usually from \$5 to \$50. Most stores accept a 20 per cent or 25 per cent down payment, and collect the balance in four or five monthly installments.

Rand McNally Budget Coupon Books are used by the consumer as cash. They stimulate buying—but, by limiting credit, offer a practical solution to the old collection problem.

For complete information and samples, write Rand McNally & Company, Dept. CW-6, Chicago

The Advantages of a Local Credit Group--With National Affiliation

By MRS. VERNE A. ZIMMERMAN*

Credit Manager, Ellsworth's, South Bend, Ind.; Secretary-Treasurer, Thirteenth District, N.R.C.A.

CREDIT is such a personal matter and its soundness depends so largely upon human qualities that for its safety and wide circulation no factor exceeds in importance a high sense of honor in treating the credit transaction.

Credit cannot be played with fast and loose; it will not respond to sharp practices. Success as we know it in business will not remain permanently unless each credit transaction is founded on that type of personal honor that will leave nothing undone to confirm the contract and redeem the promise given in exchange.

The nation's business, resting so largely on credit intercourse, demands widespread intelligence in the uses to which credit can be placed, without unpleasant reactions and financial disturbances. The nation cannot do without credit and where credits are bad, prices are high and trade becomes stagnated. Therefore, every businessman should be devoted to the constructive and protective activities of our Retail Credit Associations to help keep conditions stable and maintain sound credit practices.

We have in this country developed methods for the control of credit and studying the machinery in all its parts. We find important functions devolving on credit departments in our retail businesses just as they do on credit departments in manufacturing and jobbing businesses.

Business has faced the day of reckoning that follows any period of loose credit and we can well afford to pay closer attention to the preservation of margins in sales by avoiding mere "gambler's chances" in credit transactions.

There was a time when the merchant thought himself clever when he assisted a bad credit risk in getting credit from a fellow-merchant. That time, we hope, is gone forever, for I think we have come to learn the meaning of cooperation. Merchants have now come to realize that every time they help a fellow-merchant by furnishing credit information, they are really helping themselves.

In order to facilitate the collection and dissemination of these credit experiences, we have created our National Retail Credit Association with its local units and affiliated local credit bureaus. These local credit bureaus furnish immediate exchange of credit experiences among merchants in any given locality, and a service on a national scope protects retail business in sound credit legislation and protection against depredations by transient consumers.

I believe that every credit granter, regardless of the size of his business, should be an active participating member of the National Retail Credit Association. Through the columns of *The CREDIT WORLD*, it keeps him in-

formed as to latest developments in credit practice, in other parts of the nation. If the merchants of Minneapolis have found a workable plan to curb merchandise returns or increase collections, that plan can be worked in South Bend, and so on.

Next, I believe that every city having a credit bureau should also have a local credit association, closely affiliated with the National Retail Credit Association (a local unit, in other words) as well as with the local credit bureau.

And I believe that every credit bureau manager *would find it profitable* to foster such an organization and to encourage 100 per cent National membership among his local members. For without that he is fighting a lone fight in the improving of local credit conditions. But, with his members all belonging to the National, he has the power of the National constantly working for him—educating his members in proper credit procedure. Then, when he proposes a new step in credit methods or control, they *know* he is on the right track because they know that the same thing is already being done in other communities.

I speak from experience on this, because although South Bend is the third city in population in Indiana, *it is first in National membership*, with twice as many National members as has any other city in the state. We have a local credit association (a unit of the National) which is very active and helpful to the credit bureau.

The one deterrent factor in the organization of local credit groups and associations, as we all realize, is that spirit of selfishness that seems to be a necessary evil in our system of highly competitive business. Businessmen must be made to understand that while sales may be and surely are competitive, the granting of credit is not competitive and never can be competitive.

This message of credit must be everlastingly brought home to our business executives and I know of no better way of doing it than through our National Retail Credit Association with its local groups for practical exchange of credit information. The handling of this exchange of information must be on strictly a professional basis, with a code of honor among credit men and women that will prevent the use of credit experiences in any underhanded manner that tends to break down confidences in each other.

In the practical operation of the Credit Bureau these are two dominant factors:

1. Locating the credit experience.
2. Securing the accurate dissemination of that credit experience.

If one house gives ambiguous or doctored information as a means to transfer an undesirable account to the ledger of a competitor, that cooperation necessary to the

*An address before the Thirteenth District Conference, Milwaukee, Wis., April 13, 1937.

success of credit interchange is wholly lacking. We expect honesty from our customers as a requisite of credit. Have we not the right to expect honesty among ourselves?

Happily, the value of credit experience information has constantly grown in the esteem of our merchants and their credit departments and they are learning each day the inestimable value to their businesses of an honest interchange of these credit experiences. Credit experience inquiries should be answered promptly and only by a member of the credit staff. The confidential treatment of the credit inquiry is intended to keep any disclosure from getting through to the subject of the inquiry. To safeguard the information is the responsibility of everyone who has access to credit files.

The great value of credit interchange has been further developed by direct contacts, through the formation of credit groups. This group idea has become popular for it brings together credit men and women in a way that helps to humanize the interchange of experiences. People engaged in credit work have much in common that furnishes a splendid basis for the greater understanding of mutual problems and development of cooperation in working out those problems.

The credit associations in several large cities have been very successful in their group organization. I might mention a western city whose credit association has organized the following groups: department and large stores, building material dealers, paint dealers, coal dealers, laundrymen, automobile dealers, dentists, physicians, installment merchants, financing companies, industrial banks, a rental group, and a driverless auto group.

Customers prefer Coupon Books because they save Shopping Time



Every coupon on Allison's watermarked
paper for your protection

It is not necessary to keep customers waiting while you "keep books" on each item of soft merchandise sold on installments—USE ALLISON'S MERCHANDISE COUPON BOOKS and you will not only eliminate a lot of detail work but you will handle this class of trade with the same speed and efficiency as cash customers.

Complete information cheerfully furnished.
Write today.

ALLISON COUPON COMPANY
Factory and Executive Offices, INDIANAPOLIS, INDIANA

Each group establishes its own credit rules and does its own disciplining. Each group member must be a member of its Credit Association. Groups meet weekly, semimonthly or monthly at luncheons, the only extra cost being the cost of the luncheon. At the luncheon meetings, a group member is allowed a maximum of three inquiries.

The inquiries are collected and sent to the office of the credit bureau, are tabulated, mimeographed, and sent to the entire group. The secretary of the bureau makes a complete report to the group on each inquiry.

Aside from the valuable information which is received from these group meetings there is a strengthening of friendship and an evidence of good fellowship which is vitally necessary between credit men and women, as cooperation is the elementary step in establishing a healthy community credit policy. We have every opportunity to enlarge and perfect this cooperation to our mutual benefit and for a sound prosperity for business throughout the country.

New Book on "Community Credit Policies" Now Ready for Distribution

This is a 92-page compilation showing how community credit policies and carrying charge plans are operating in 33 cities. It is a revision of our Research Division's Study No. 18 by the same name published in 1935.

Up-to-date material is included and nine new cities have been added. The Study shows: (1) community credit policies now in operation; (2) carrying charge agreements; (3) illustrations of inserts, letters and announcements regarding the plans; (4) schedules of standardized terms; and (5) the results of the policies and agreements. A community credit policy for furniture dealers is also included.

This booklet is invaluable to all cities as well as individuals contemplating the adoption of such policies and agreements.

Prices, \$1.75 to members—\$2.75 to non-members. Order from the National Retail Credit Association, 1218 Olive Street, St. Louis, Mo.

New President of the Wisconsin Retail Credit Association

Dale M. Heywood, District Auditor, Wisconsin Public Service Corporation, Wausau, Wis., was elected President of the Wisconsin Retail Credit Association at its Annual Convention held in Milwaukee, April 12 and 13.

The new President, who served as Vice-President of the Association, headed the discussions on public utility credit problems at the Milwaukee Convention. Wausau was designated as the convention city for 1938.





The Barometer of Retail Business

Credit Sales and Collection Trends

April, 1937
versus
April, 1936

Compiled by Research Division
National Retail Credit Association
Arthur H. Hert, Research Director

THE monthly analysis of retail collections, credit sales and total sales trends shows that collections increased 4.3 per cent during April as compared with April, 1936. Credit sales, on the other hand, increased 8.5 per cent while total sales increased 10 per cent. These increases are particularly gratifying in view of the fact that these figures are actually in comparison with those of the Easter business of last year.

HIGH-LIGHTS—CREDIT SALES

- 59 Cities reported increases.
- 8.5% Was the average increase for all cities.
- 32.0% Was the greatest increase (Ft. Lauderdale, Fla.).
- 2 Cities reported no change.
- 6 Cities reported decreases.
- 18.0% Was the greatest decrease (Charleston, W. Va.).

Sixty-seven cities, representing 22,995 retail stores, are included in this compilation.

Collections, credit and total sales are again reported as unchanged in *Augusta, Me.* . . . *Manchester, N. H.*, reported an increase in both collections and credit sales of 10 per cent and, in total sales, 12 per cent. Shoe and industrial activities are reported as active; no labor trouble and increased employment reflect a steady gain in sales, both credit and cash.

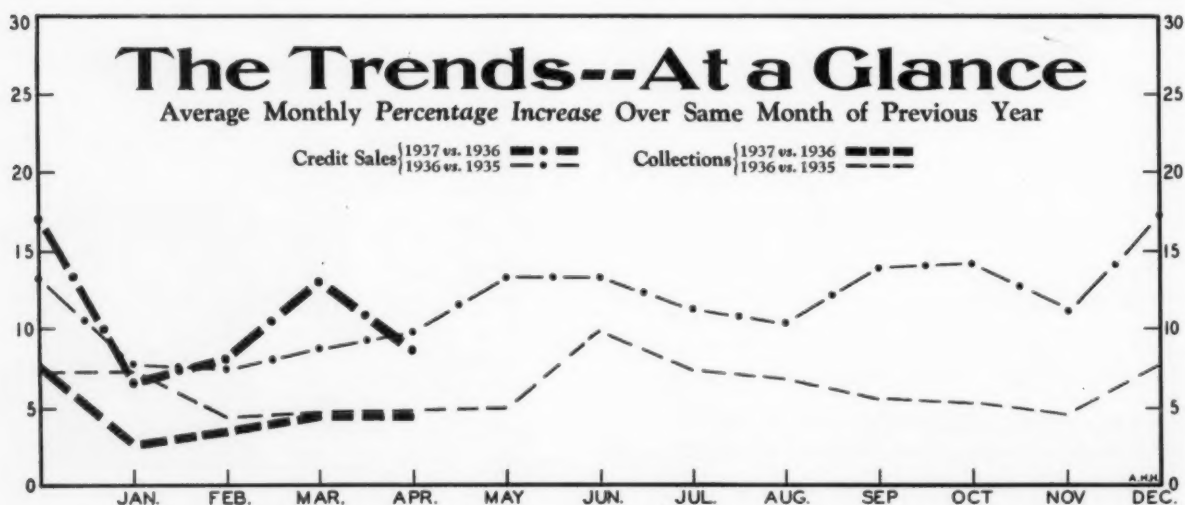
New York City, with only 13 of 20 key stores report-

ing, showed an increase in collections of 2.2 per cent. *Syracuse, N. Y.*, reported collections on the increase; credit sales increased 10 per cent and total sales 5 per cent. More employment was given as the reason for the increase. . . . *Erie, Pa.*, reported an increase of 5 per cent in collections and a decrease of 4.5 per cent in credit sales. The reason for the increase in collections was given as improved employment conditions while the decrease in credit sales was attributed to the fact that April last year had a heavy Easter business. . . . In *Pittsburgh, Pa.*, increases in collections of 10 per cent, credit sales 18 per cent, and total sales 22 per cent, were attributed to increased employment in steel mills giving employment to unprecedented numbers. . . . *Uniontown, Pa.*, reported increases of 11 per cent in collections, 9 per cent in credit sales, and 10 per cent in total sales.

HIGH-LIGHTS—COLLECTIONS

- 50 Cities reported increases.
- 4.3% Was the average increase for all cities.
- 25.0% Was the greatest increase (Pampa, Texas).
- 5 Cities reported no change.
- 12 Cities reported decreases.
- 5.0% Was the greatest decrease (Reading, Pa., and Mt. Clemens, Mich.).

Charleston, W. Va., reported decreases in collections of 2 per cent, credit sales of 18 per cent, and total sales of 20 per cent while in *Clarksburg, W. Va.*, collections increased 5 per cent, credit sales 7 per cent, total sales



10 per cent—with all factors favorable: "Factories going good, weather fair, crops favorable, outlook good."

Fort Lauderdale, Fla., reported an increase of 10 per cent in collections due to continued steady employment in all trades and stricter enforcement of credit terms by merchants and finance agencies. *Fort Lauderdale* also reported the *highest credit sales and total sales* of all cities reporting—32 per cent for credit sales and 45 per cent for total sales. . . . *Jacksonville, Fla.*, also reported an increase all along the line—10 per cent in collections, 10 per cent in credit sales and 10 per cent in total sales—attributed to better business conditions.

Lexington, Ky., reported no change in collections. *Joplin, Mo.*, reported a decrease of 4 per cent in collections due to "strike talk." Credit sales, on the other hand, increased 5 per cent. Collections and credit sales are still on the increase in *St. Louis, Mo.*, collections for April showing an increase of 3 per cent with credit sales up 15 per cent. . . . Collections and credit sales in *Arkansas City, Kan.*, show an increase due to better farm prices and increases in wages of labor.

Decatur, Ill., reports an increase of 3 per cent in collections due to improved conditions and an increase of over 15 per cent in total sales, the reason for this being given as the buying of heavier merchandise, such as furni-

ture, carpets, appliances, etc. . . . *Joliet, Ill.*, reported increases in collections, credit and total sales, with business steadily increasing. . . . *Bay City, Mich.*, reported no change in collections, an increase of 1 per cent in credit

HIGH-LIGHTS—TOTAL SALES

62 Cities reported increases.

10.0% Was the average increase for all cities.

45.0% Was the greatest increase (Ft. Lauderdale, Fla.).

1 City reported no change.

4 Cities reported decreases.

20.0% Was the greatest decrease (Charleston, W. Va.).

sales and 2 per cent in total sales. . . . *Detroit, Mich.*, reports a notable increase in credit sales (14.6 per cent) while collections increased 4.3 per cent and total sales 5.9 per cent. . . . *Mount Clemens, Mich.*, reported a decrease of 5 per cent in collections due to current strikes, with no change in credit sales. All cities reporting from *Ohio* show increases in credit sales and collections, *Dayton* re-

(Continued on page 15.)

Comparative Reports--By Cities--April, 1937, vs. April, 1936 [Sixty-seven cities--representing 22,995 retail stores--reporting]

District and City	Collections	Increase or Decrease	Credit Sales	Increase or Decrease
1. Augusta, Me.	Fair	No chg.	Fair	No chg.
Boston, Mass.	Good	+ 1.1	Good	+ . . .
Lynn, Mass.	Good	+ 5.4	Good	+ . . .
Worcester, Mass.	Fair	+ . . .	Fair	+ . . .
Manchester, N. H.	Good	+10.0	Good	+10.0
Providence, R. I.	Good	+ 2.0	Good	+ . . .
Average	Good	+ 3.7	Good	+ 5.0
2. New York City	Good	+ 2.2	Good	+ . . .
Syracuse, N. Y.	Good	+ . . .	Good	+10.0
Utica, N. Y.	Fair	+ 4.0	Good	+ 8.0
Erie, Pa.	Good	+ 5.0	Fair	+ 4.5
Pittsburgh, Pa.	Good	+10.0	Good	+18.0
Reading, Pa.	Fair	+ 5.0	Fair	+ 5.0
Uniontown, Pa.	Good	+11.0	Good	+ 9.0
Average	Good	+ 4.5	Good	+ 7.6
3. Baltimore, Md.	Good	+ 2.0	Good	+ . . .
Charleston, W. Va.	Fair	+ 2.0	Good	+18.0
Clarksburg, W. Va.	Fair	+ 5.0	Fair	+ 7.0
Average	Fair	+ 1.7	Fair	+ 5.5
4. Fort Lauderdale, Fla.	Good	+10.0	Good	+32.0
Jacksonville, Fla.	Good	+10.0	Good	+10.0
Average	Good	+10.0	Good	+21.0
5. Arkansas City, Kan.	Fair	+ 5.0	Good	+ 5.0
Lexington, Ky.	Fair	No chg.	Fair	+ . . .
Joplin, Mo.	Fair	+ 4.0	Good	+ 5.0
Kansas City, Mo.	Good	+ 0.1	Good	+ . . .
St. Louis, Mo.	Good	+ 3.0	Good	+15.0
Nashville, Tenn.	Slow	+ 0.9	Fair	+ 2.9
Average	Fair	+ 0.8	Good	+ 7.0
6. Decatur, Ill.	Good	+ 3.0	Good	+ . . .
Joliet, Ill.	Good	+ . . .	Good	+ . . .
Bay City, Mich.	Fair	No chg.	Fair	+ 1.0
Detroit, Mich.	Good	+ 4.3	Good	+14.6
Grand Rapids, Mich.	Good	+ . . .	Good	+10.0
Mount Clemens, Mich.	Fair	+ 5.0	Fair	No chg.
Cincinnati, Ohio	Fair	+ 2.8	Fair	+ 4.4
Cleveland, Ohio	Good	+ 0.9	Good	+ . . .
Columbus, Ohio	Good	+ 1.3	Good	+ . . .
District and City	Collections	Increase or Decrease	Credit Sales	Increase or Decrease
Dayton, Ohio	Good	+20.9	Good	+21.1
Toledo, Ohio	Good	+ 9.0	Good	+15.0
Average	Good	+ 4.1	Good	+ 9.4
7. Cedar Rapids, Ia.	Fair	No chg.	Fair	+ 5.0
Davenport, Ia.	Good	+ 2.2	Good	+ . . .
Des Moines, Ia.	Good	+ 0.8	Good	+ . . .
Sioux City, Ia.	Good	+ 2.0	Good	+ 4.0
Duluth, Minn.	Good	+ 0.7	Good	+ . . .
St. Paul, Minn.	Good	+ 1.1	Good	+ . . .
Omaha, Neb.	Slow	+ 2.0	Slow	+ . . .
Average	Good	+ 0.7	Good	+ 4.5
8. Ada, Okla.	Good	+20.0	Good	+25.0
Tulsa, Okla.	Good	+ 7.8	Good	+ 5.1
Amarillo, Tex.	Good	+24.0	Good	+12.0
Austin, Tex.	Fair	+ 1.9	Good	+15.0
Borger, Tex.	Good	+10.0	Good	+30.0
Breckenridge, Tex.	Slow	+ . . .	Fair	+ . . .
Fort Worth, Tex.	Good	+ 1.1	Good	+12.4
Houston, Tex.	Good	+13.6	Good	+11.7
Pampa, Tex.	Good	+25.0	Good	+11.0
Average	Good	+13.0	Good	+15.3
9. Denver, Colo.	Good	+ 0.8	Good	+ . . .
Salt Lake City, Utah	Good	+ 1.0	Good	+ 3.0
Casper, Wyo.	Fair	+ 1.2	Good	+ . . .
Cheyenne, Wyo.	Fair	+ 5.0	Fair	+10.0
Torrington, Wyo.	Fair	+ 2.0	Fair	+ 4.0
Average	Fair	+ 1.1	Good	+ 3.7
10. Portland, Ore.	Fair	+ 1.1	Good	+ . . .
Kelso, Wash.	Good	+ 8.0	Good	+12.0
Spokane, Wash.	Good	+ 1.5	Good	+ . . .
Tacoma, Wash.	Good	+ 7.2	Good	+ . . .
Vancouver, Wash.	Slow	+ 1.0	Slow	+ 1.0
Average	Good	+ 2.9	Good	+ 6.5
11. San Francisco and Oakland, Calif.	Fair	+ 3.8	Fair	+ 0.4
Santa Barbara, Calif.	Good	+ 2.0	Fair	+ 2.0
Average	Fair	+ 0.9	Fair	+ 0.8
12. Vancouver, B. C.	Fair	+ 0.9	Good	+ . . .
Victoria, B. C.	Fair	+ 5.0	Fair	+ 5.0
London, Ont.	No chg.	+ . . .	Good	+ . . .
Average	Fair	+ 1.4	Good	+ . . .

CREDIT DEPARTMENT LETTERS

By DANIEL J. HANNEFIN

BECAUSE installment account letters usually show a lack of the care and foresight used in putting "ordinary" collection letters together, we are glad to be able to reproduce the two letters shown on the opposite page—*Figures 1 and 4*. The old-time installment letter (and many of them still persist) took it for granted that, because the store had the right of repossession, it was up to the customer to pay—"or else!"

Figure 1 is a letter of last resort and yet, it makes one final attempt to "sell" the debtor on the idea of paying the account rather than suffer the embarrassment of legal proceedings. It's a good letter for the purpose—an *exceptionally good one*.

The letter in *Figure 4* was sent to us by Mr. P. J. Cullen, with the following comment (self-explanatory):

"We send this letter to a customer who begins to slip behind on his contract by sending in part payments or skipping a payment every once in a while. The purpose is threefold:

"First, to collect the past due balance; second, to impress upon the customer that he should pay as agreed; and third, to get a response which furnishes a good guide as to how to handle the account in the future."

Mr. Cullen also sent three replies from customers to prove the worth of this letter. Two of the replies brought payments while the third brought a definite promise of payment on a set date. We quote from just one of the letters:

"I am in receipt of your letter of January 25,

and wish to thank you for your courtesy and interest in my account. Enclosed please find a check for \$52, which I understand will bring my account up to date. We will, in the future, meet with your request to make a payment of \$13 on the 19th of each month."

Figure 2 shows an unusually good letter which, although used by a hotel, could be used by any kind of business. It's a friendly letter—a *selling letter*—and is certain to build good will for the Hotel Mayfair. Our compliments, Mr. Heiss!

In Figure 3 is a charge-account-solicitation letter that is rather out of the ordinary in that it makes a specific appeal (and a mighty effective one) to people engaged in a particular industry. More of this type of letters could be used by retailers.

I like that letter! It seems to take a genuine interest in the problems of the recipient, even though it probably is a form letter.

A Letter About the "Red Lodge" Trip

I have been over the Red Lodge Highway several times and you can assure everyone making the trip they will get the thrill of a lifetime on this spectacular trip. Better suggest that they wear fairly heavy clothes; it will be quite cold on this trip and they will probably pass through some snowbanks! But don't let that scare anyone because the road is good and I don't know of a trip that would be more enjoyable for the Convention Special bunch.—Fred Dugan, Manager, Billings (Mont.) Credit Adjustment Bureau.

PROXY - - Delegate National Retail Credit Association Convention

Spokane, Washington, June 15, 16, 17, 18, 1937

TO THE NATIONAL RETAIL CREDIT ASSOCIATION:

I, a member in good standing of the National Retail Credit Association, do hereby appoint and designate _____

_____ as my proxy, to act as my attorney and in my stead vote my membership at the Convention of the National Retail Credit Association, held in Spokane, Washington, June 15, 16, 17, 18, 1937, for the election of officers or on any other matter upon which a vote is taken.

WITNESS:

Signed _____

Firm _____

Address _____

Proxies can be voted only by a member in same or adjoining state as signer of proxy.

"WIDOWS AND ORPHANS PROTECTED"
 Menstrual—should husband pass away
 the widow receives receipt in full.

Telephone
 Cedar 2821

ST. PAUL HOUSE FURNISHING CO.

Complete Home Furnishers

Sixth Street at Minnesota Street
 SAINT PAUL, MINNESOTA

①

BALANCE \$

You are entitled to receive fair and friendly treatment from us. That is why so many notices have been sent in an effort to get you to pay your debt.

Your continued silence has puzzled us, for we thought surely your remittance to pay your past-due account would be in long before this time.

We should be sorry to take action against you, but what would you do if our places were reversed?

Legal proceedings will let the public know all about your failure to pay this account, and this fact will not be pleasant for you, especially if you have other creditors.

Harsh measures are distasteful to us and would be embarrassing for you.

Even if you have to borrow the money, the best thing for you to do now is to send the amount listed above - and send it today.

Very truly yours,

ST. PAUL HOUSE FURNISHING CO.

Godchaux's

APPAREL FOR MEN WOMEN AND CHILDREN

NEW ORLEANS

③

Of the basic industries of the United States the transportation industry has been the most rapid to respond to the quickening pulse of business prosperity. Long before steel boomed, before retail sales jumped, before the clouds of the depression had passed railroad and steamship lines were planning for the bright days to come.

We have great faith in the future of your industry and faith in you men actively engaged in running it. It is this faith which moves us to invite you to use our credit facilities. We are today instructing our credit department to open a charge account in your name.

We want you to think of this as a friendly gesture actuated by a lively interest in your shopping problems. It is our sincere wish to help you with them but we want you to feel that your visits to us will never imply any obligation to buy. Your account is ready and waiting -- all you need do, if you so desire, is to say "Charge it!"

Cordially,

Leon Godchaux, Jr.
 President

The LEON GODCHAUX CLOTHING CO., Ltd.

P.S. You'll be interested I'm sure in all the fine Spring things every department is now showing. Won't you come in and look at them?



EIGHTH AND ST. CHARLES STREETS
 SAINT LOUIS

March 16th, 1937

②

Dear Mr. Stern:

According to our records, we have not had the pleasure of registering you here since April 1935.

Is your long absence due to the fact that you no longer travel to Saint Louis; or are you dissatisfied with us for some reason? If there is anything amiss, won't you do us the favor of telling us about it?

Your patronage is valued very highly, and you may be sure that any suggestion from you that will help us make our accommodations and services more appealing will be very gratefully received by us.

We believe that you will be interested in knowing that, since you were here last, we have installed the very latest type of radio reception in all rooms and suites. Also, we are now air-conditioning 350 rooms and suites, and will be able to provide cool restful comfort next summer no matter how hot it gets.

We do hope to see you soon again, and shall be happy to continue your credit privileges. If you care to have us do so, please check the information on the enclosed card, sign your name and return it in the reply envelope. Thanks.

Yours very truly,

Charles Heiss

Charles Heiss, Managing Director.

FOR MASON & HAMLIN, KNABE AND OTHER FINE PIANOS • EVERYTHING IN MUSIC

Los Angeles Music Company

723 SOUTH FLOWER STREET • LOS ANGELES, CALIFORNIA • TELEPHONE TRINITY 3171
 HOLLYWOOD BRANCH 4615 HOLLYWOOD BOULEVARD • TELEPHONE HEMPSTEAD 4182

④

Customer,
 Address,
 City.

Dear Sir of Madam:

In analyzing the contract on your piano account we find that you agreed to pay \$13.00 per month starting February 19, 1935. To date we have received no payment in the current month and your contract during its life has fallen \$58.00 in arrears and so far we have had no response to several notices sent regarding past due payments.

Therefore, may we ask you at this time to please remit \$58.00 to bring your account to date, after which we would like to request that on the 19th of each month a payment of \$13.00 be made to keep your contract from running in default.

Taking this opportunity of thanking you for having favored us with your patronage, and anticipating a prompt reply, we are

Very truly yours,

LOS ANGELES MUSIC COMPANY

F. J. Cullen
 Credit Manager

Westward Ho! All Aboard For the Convention Train!

ALL Abo-o-o-o-o-ard!" The N. R. C. A. Special Train will wheel out of St. Paul, bound for Spokane, at 8:35 A.M., June 12. Parties of delegates from the East, South and Middle West will find it convenient to assemble and leave from three principal points on June 11: From Chicago at 11 P.M., over the Burlington Route; from St. Louis at 2 P.M., over the Burlington; and from Kansas City over the Rock Island at 5:45 P.M. They will reach St. Paul the morning of the 12th where they will join the Special Train. *Through sleeping cars will operate from Chicago and St. Louis.*

Editor's Note:

Mr. Throckmorton, Traveling Passenger Agent of the Northern Pacific, will accompany us to Spokane. He will be in Chicago to see that delegates are taken care of there and, leaving Chicago Friday night—via the Burlington—he will join the Special at St. Paul.

The Special will be "a home on wheels" where for hundreds of miles "conventioners" will live as comfortably as in a hotel, enjoy the cleanliness and conveniences of modern dressing rooms, find willing porters ready to do their bidding; recline on soft cushions, sleep between white sheets on soft berths; eat in the dining car; walk about, chat, get acquainted and watch the scenery from the observation car.

The thrill of American travel—the thrill of *going West* which travelers long have found to be entirely different from any other travel experience in this country—will animate the journey. Clicking train wheels will reel off a gripping picture across regions of plains and mountains talked about and written about since frontier days.

Passage through St. Paul and Minneapolis with their towering grain elevators and flour mills will herald entrance into the vast grain farming and ranching country of the Northwest. The Special will speed via the Northern Pacific System over ground trodden by Lieutenant Zebulon M. Pike—and by Schoolcraft, who discovered the source of the Mississippi.

At Little Falls, Minnesota, where the meandering "Father of Waters" is crossed for the final time west-bound, the train will pass through the home town of America's most famous aviator, Col. Charles A. Lindbergh. Mile after mile the merging line of two timber belts will be followed where oaks and maples mingle with the tamaracks and pines of the North. Tree-shaded lakes will be seen—just a hint of the thousands of lakes in northern Minnesota.

Over the selfsame Northern Pacific Line on which General George A. Custer traveled in 1876 to fight the Sioux, the convention train will emerge upon the great treeless plains of North Dakota. The Sioux, too, will be waiting for the N. R. C. A. in exactly the same region where Custer found them!

But delegates are warned not to get panic-stricken when they hear dull booming of tom-toms and shrill war-whoops as the Special pulls into "Indian Country." Assurances have been given that there will be no massacre. War-painted members of the tribe, clad in buckskin, beads, fur and feathers will meet the train at Mandan, North Dakota, on the west bank of the Missouri River and will entertain for one hour with a tribal ceremonial.

These Indians live on the adjacent Standing Rock Reservation. Famous figures of the tribe which often have been seen in Mandan during past years include One Bull, nephew of Sitting Bull; Chief Elk, tribal dance champion who fought Custer; Eagle Staff, mighty hunter and warbonnet maker; and Follows the Road, also a participant in the Custer battle. Others not so famous, but handsome leading specimens of their tribe, are Iron Road and Mrs. Iron Road; Bull Bear and Mrs. Bull Bear; Ted Holy Bear; Maggie Elk; Josephine Elk; Ruby Bull Bear; Whirling Cloud and Good Cloud.

Arrival of the train at Mandan is scheduled for 7:45 P.M., central standard time, June 12, and departure at 7:45 P.M., *mountain standard time.*

As night falls the gliding miles in western Dakota will recount Custer's tragic march, stirring Indian battles, the exploits of John Colter, Jim Bridger, Calamity Jane, Wild Bill Hickok, General Nelson A. Miles and Buffalo Bill. The region of Theodore Roosevelt's ranching and buffalo-hunting days will be traversed.

Morning of June 13 will glitter on the frontier Yellowstone River of Montana, surging alongside the train. Billings will be reached at 7 A.M., and after breakfast in the dining car an auto sight-seeing trip will be made to the "Top of the Rockies."

Automobiles will carry the party from Billings to the picturesque mining city of Red Lodge, Montana, 59 miles to the southwest. From there the newest and loftiest highway in the West, the Red Lodge Highway to Yellowstone Park, will be traversed to its crest at 11,000 feet in the Beartooth Range.

This drive has been included in the N. R. C. A. convention trip because it is rapidly becoming famous as one of the great scenic attractions in all the West. A. E. Demaray, Associate Director of the National Park Service, has called it "America's most scenic route" and questions whether anything in the European Alps can equal it!

Red Lodge is named for a Crow Indian tepee painted with the red clay of the mountains which once stood on the site of the city. From there the highway follows Rock Creek Canyon through a country of old-time cattle and sheep ranches and newer Dude Ranches. It winds upward among pine forests which are inhabited by deer, elk and mountain sheep—and alongside foaming mountain streams where rainbow and other species of trout abound.

Formerly the region was penetrated only by Indian paths and the pack trails of prospectors, hunters, ranchers and explorers. Jim Bridger, famous frontier scout,

hunted and trapped there 100 years ago. Only recently the new highway was completed as a Federal Project and to give access to the isolated mining interests of the region. Gold, copper, silver, lead, coal and chromium are among the mine products found there.

Twenty miles from Red Lodge, the highway swings like a pendulum back and forth across the face of the mountain range, each swing carrying it higher. In fifteen miles, it ascends 5,000 feet above the 6,000-foot elevation of the canyon. So moderate is the grade, however, that with a clear road an automobile can negotiate the entire climb in high gear!

A first series of switchbacks leads to Line Creek Plateau and a second series completes the climb to the 11,000-foot mark. "One of the biggest views in the world" will reward N. R. C. A. conventioners at the summit. Since that part of the highway lies far above timber line there will be no near-by forests to obscure the view and it will appear as if the entire state of Montana is spread out below for inspection.

Two hundred fifty miles of the Rockies can be seen with half a turn of the head. Three hundred lakes lie in the vicinity. Distant glaciers, appearing no larger than a snowdrift, actually cover 10,000 acres! Snow-capped peaks, mountain valleys, lakes, streams, canyons and meadows carpeted with flowers are all part of the incredible panorama.

Following this mountain-top scenic feast the party will motor to their Northern Pacific train which will be waiting at Laurel, Montana, 16 miles west of Billings.



At Mandan, North Dakota, Sioux Indians (in "war paint") will entertain with a tribal ceremony.

On into, and through the Rockies, the journey will lead by train, with arrival at Spokane, the Silver Anniversary Convention City at 7 A.M., Monday morning, June 14.

En route, the summit of the Rockies, or Continental Divide will be crossed at Butte, Montana. The Jefferson River Canyon, Gallatin Valley and 200-mile canyon of the Clark's Fork River will be traversed. One of the sights anticipated is the view of the Rockies around Livingston, Montana, Yellowstone Park's entry point.

Those who have not arranged to join the Special Train but wish to do so and those who have not yet perfected their routings and travel arrangements so as to assure space on the Special still have time to take care of these details by wire addressed to L. S. Crowder in care of the N. R. C. A., St. Louis, for prompt attention.

The Barometer of Retail Business

(Continued from page 11.)

porting an increase of 20.9 per cent in collections attributed to "great increase in construction and the best increase in wages and employment conditions that we have had since 1929." Credit sales likewise increased 21.1 per cent and total sales 23 per cent for the same reasons.

All cities from Iowa show increases in collections and credit sales with this comment from *Sioux City*: "This year looks as though we are really on the way to recovery; prospects are extremely good."

Ada, Okla., reported an increase of 20 per cent in collections, and 25 per cent in credit sales and total sales respectively. . . . All cities in *Texas*, with the exception of *Breckenridge*, reported increases in collections and credit sales, *Pampa* for instance, leading the country in collections with an increase of 25 per cent. The increase in *Amarillo* was a close second—24 per cent in collections. *Borger*, on the other hand, reported the highest increase in credit sales for the state—30 per cent.

Torrington, Wyo., reported an increase of 2 per cent in collections, 4 per cent in credit sales and total sales respectively. . . . *Cheyenne, Wyo.*, reported collections up 5 per cent and credit and total sales both up 10 per cent due to continued betterment in employment and industrial lines. . . . *Kelso, Wash.*, reported an increase of 8 per cent in collections and 12 per cent in credit sales, the reason for this increase being that mill workers got a 10 per cent increase in wages and all workers of the county are on full time. . . . *Vancouver, Wash.*, on the other hand, reported collections and credit sales decreased 1 per cent and total sales 2 per cent due to strikes and labor troubles in other parts of the country causing local unrest and slowing up business.

Santa Barbara, Calif., reported an increase in collections and both credit and total sales, while *San Francisco* reported a decrease of 3.8 per cent and .4 per cent in collections and credit sales respectively.

In *Canada, London, Ont.*, reported no change in collections and an increase in credit sales, with this comment: "During April, London experienced the worst flood since 1883. This, of course, had a serious effect on sales."

Slight Increase in Pullman Fares to Spokane

There will be a slight increase in Pullman fares (approximately \$1.25) over rates quoted in itinerary due to prolonged stops at Mandan and at Billings.

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MEMBER



National Retail
Credit
Association

The Nation's Collection Percentages -- A

DISTRICT AND CITY	DEPARTMENT STORES (Open Accounts)						DEPARTMENT STORES (Installment Accounts)						WOMEN'S SPECIALTY STORES						FURNITURE STORES (Installment Accounts)						JEWELRY		
	1937			1936			1937			1936			1937			1936			1937			1936			1937		
	AV.	HL.	LO.	AV.	HL.	LO.	AV.	HL.	LO.	AV.	HL.	LO.	AV.	HL.	LO.	AV.	HL.	LO.	AV.	HL.	LO.	AV.	HL.	LO.	HL.	LO.	LO.
Boston, Mass.	51.4	69.1	43.2	52.3	64.0	39.8	15.3	26.6	13.5	14.6	22.2	12.8	55.6	67.0	42.0	52.0	63.0	44.4	—	—	—	—	—	—	58.0	—	—
Providence, R. I.	48.0	52.0	41.4	48.0	54.0	38.1	—	—	—	—	11.0	—	—	—	—	—	—	—	—	12.7	—	—	—	14.4	—	—	—
Lynn, Mass.	49.5	55.0	42.9	46.3	54.0	37.1	—	—	—	—	—	—	—	—	—	—	—	—	13.7	16.4	11.3	10.3	15.7	8.5	11.7	—	—
Springfield, Mass.	59.1	65.3	53.0	56.6	62.9	50.4	15.8	20.2	11.5	14.5	18.1	11.0	55.5	58.2	51.0	56.3	63.6	52.4	—	—	—	—	—	—	—	—	—
Worcester, Mass.	46.1	47.9	42.1	44.0	50.9	42.7	24.6	25.0	24.2	21.7	22.6	20.8	43.7	51.0	23.5	38.6	44.0	21.8	—	—	—	—	—	—	—	—	—
New York City*	—	—	—	47.7	61.7	39.0	—	—	—	18.0	20.8	12.1	—	—	—	43.4	55.9	32.5	—	—	—	—	—	—	—	—	—
Pittsburgh, Pa.	50.1	55.4	44.2	49.6	54.9	42.2	18.5	25.3	14.6	20.7	29.3	15.8	49.3	55.4	41.0	49.7	55.9	42.2	—	—	—	—	—	—	—	—	—
Reading, Pa.	50.8	54.2	49.3	50.2	50.3	49.5	—	21.1	—	—	21.2	—	—	44.0	—	—	43.0	—	12.9	15.5	10.4	10.8	11.2	10.4	11.0	—	—
Syracuse, N. Y.	43.6	44.0	43.0	41.7	44.6	36.0	18.8	21.0	17.0	16.3	20.0	15.1	—	—	—	42.5	43.0	42.1	—	13.4	—	—	13.0	—	—	—	—
Utica, N. Y.*	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	35.0	39.0	35.0	—	—	—	—	—	—	—	—	—
Washington, D. C.	40.3	51.5	33.7	40.6	51.0	34.3	12.3	13.9	8.2	13.1	14.3	11.8	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Huntington, W. Va.	55.5	58.8	52.1	56.7	60.1	53.3	10.5	11.3	9.8	13.6	29.3	7.8	—	—	—	—	—	—	—	9.5	—	—	10.0	—	—	—	—
Baltimore, Md.	44.8	49.7	36.5	42.6	48.8	34.2	15.1	24.9	8.3	14.8	24.9	6.5	42.2	46.3	39.1	39.5	44.6	36.2	—	—	—	—	—	—	—	—	—
Birmingham, Ala.	44.2	46.6	40.0	43.1	44.6	39.6	19.2	23.2	15.6	22.7	26.9	18.4	43.0	44.8	40.0	41.9	47.9	36.0	12.7	13.5	12.0	11.7	12.9	11.0	—	—	—
Atlanta, Ga.	35.0	35.1	35.0	39.4	39.6	39.3	15.2	17.1	13.4	14.5	16.0	13.1	36.8	39.0	34.7	36.6	36.7	36.5	12.6	12.8	12.5	12.1	12.4	11.8	28.9	—	—
Kansas City, Mo.	50.4	60.2	42.1	52.7	61.6	46.5	—	18.2	—	—	17.0	—	53.2	54.0	42.0	51.3	55.0	42.0	11.4	14.0	11.2	11.2	14.0	10.5	—	—	—
St. Louis, Mo.	55.1	65.2	48.7	54.8	64.4	48.1	20.2	22.9	18.0	21.7	28.8	17.8	51.6	55.8	48.8	47.1	51.0	41.8	—	18.6	—	—	13.6	18.2	9.1	50.0	—
Little Rock, Ark.*	—	—	—	36.1	37.2	35.8	—	—	—	16.4	20.7	12.1	—	—	—	—	42.8	—	—	—	—	—	11.1	12.1	9.2	—	—
Cleveland, O.	48.7	50.9	43.2	46.9	52.0	42.2	21.1	33.5	13.6	20.9	38.5	14.2	44.0	45.0	39.9	40.6	43.2	35.9	12.3	13.9	9.7	9.6	11.2	9.4	10.0	26.8	—
Cincinnati, O.	50.8	57.2	39.0	51.0	56.1	44.3	15.8	18.5	15.0	15.8	19.6	14.1	49.1	57.4	44.6	49.5	59.8	41.3	—	—	—	—	—	—	—	—	—
Columbus, O.	46.8	55.9	45.8	48.5	53.5	43.4	13.5	13.9	13.0	13.2	13.4	13.0	46.1	56.5	42.3	47.9	52.4	41.4	13.5	44.5	10.0	13.2	36.0	10.0	—	—	—
Toledo, O.	45.9	52.6	42.7	44.4	54.0	44.3	18.3	18.6	16.4	18.7	18.8	17.1	54.5	60.0	46.6	43.0	46.0	40.0	13.9	18.0	9.8	13.1	17.5	8.8	43.2	35.0	—
Youngstown, O.*	—	—	—	44.6	45.3	43.8	—	—	—	16.0	17.8	14.1	—	—	—	46.8	50.6	42.9	—	—	—	—	17.0	19.3	15.9	—	—
Detroit, Mich.	54.8	66.4	43.9	56.8	67.9	41.5	23.1	27.4	18.5	23.4	26.6	21.0	50.4	55.1	47.6	51.4	55.5	47.3	—	—	—	—	—	—	107.2	53.0	—
Grand Rapids, Mich.	50.2	55.1	45.2	45.1	45.2	44.9	—	—	—	—	—	—	47.3	47.7	47.0	48.7	52.5	44.9	18.7	24.0	12.6	15.0	21.5	10.1	—	—	—
Milwaukee, Wis.*	—	—	—	51.6	57.9	40.9	—	—	—	21.7	22.1	18.9	—	—	—	—	52.1	—	—	—	—	—	—	11.2	—	—	—
Springfield, Ill. *	33.1	43.0	18.6	29.1	44.8	5.4	—	—	—	—	—	—	31.3	32.5	30.0	30.3	31.5	29.0	20.9	39.4	11.9	18.5	25.2	14.0	38.0	35.8	—
Duluth, Minn.	43.0	44.1	39.7	43.0	48.1	38.8	23.7	27.0	20.5	21.7	23.0	20.5	46.3	55.7	37.0	54.2	62.4	42.0	—	—	—	—	—	—	—	—	—
St. Paul, Minn.	55.8	58.0	54.0	52.6	61.7	49.8	—	—	—	—	—	—	47.7	61.0	31.0	45.9	53.0	30.0	—	—	—	—	—	—	—	—	—
Minneapolis, Minn.	67.0	71.7	61.6	67.8	72.9	62.3	20.0	24.5	13.0	19.6	23.7	13.7	59.1	60.7	57.5	61.5	62.5	60.4	—	10.6	—	—	10.3	—	—	—	—
Davenport, Ia.	53.6	55.1	52.1	54.5	57.6	51.4	19.1	20.8	17.0	18.1	18.8	17.5	—	48.5	—	—	47.5	—	—	16.9	—	—	—	—	—	—	—
Des Moines, Ia.	37.6	46.8	37.5	37.6	51.0	34.8	—	12.5	—	—	—	—	48.9	53.0	46.0	48.0	51.0	45.8	—	—	—	—	—	—	—	—	—
Cedar Rapids, Ia.	55.0	60.3	49.3	58.0	64.7	49.4	22.6	25.9	19.3	21.4	23.1	19.8	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Sioux City, Ia.	47.6	48.6	46.7	46.7	47.3	46.2	17.5	19.2	15.7	18.3	21.7	15.0	—	42.0	—	—	42.0	—	—	—	—	—	—	—	—	—	—
Omaha, Neb.	—	—	—	—	49.9	—	—	—	—	—	15.9	—	48.0	70.0	39.4	47.5	65.0	40.0	—	—	—	—	—	—	—	—	—
Tulsa, Okla.	58.5	65.5	58.0	62.7	67.3	57.0	16.0	23.4	14.3	14.5	17.6	14.0	48.1	53.4	47.1	43.5	58.0	32.8	—	—	—	—	—	—	—	—	—
San Antonio, Tex.	41.7	42.9	40.5	40.5	40.5	40.5	11.2	13.0	9.4	12.9	13.7	12.2	48.2	49.8	46.0	45.4	49.0	40.5	10.7	12.2	9.5	11.0	14.4	9.8	—	—	—
Denver, Colo.	45.9	51.2	42.6	46.1	48.7	41.8	15.3	15.7	11.4	16.0	23.8	14.1	44.1	45.7	42.6	42.1	42.4	41.8	—	—	—	—	10.5	—	—	—	—
Salt Lake City, Utah	55.8	63.0	52.9	56.7	68.4	52.0	22.4	23.0	19.1	22.4	27.4	19.0	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Casper, Wyo.	—	113.0	—	—	—	—	—	—	—	—	—	—	43.1	47.2	39.0	43.0	45.0	41.0	—	—	—	—	—	—	—	—	—
Portland, Ore.	41.3	65.4	38.3	41.1	88.9	34.9	14.5	19.0	13.5	17.5	18.0	12.8	43.0	45.5	39.5	37.3	43.0	41.0	—	—	—	—	—	—	—	—	—
Spokane, Wash.	55.3	61.1	49.5	60.2	68.9	51.4	15.3	17.8	12.8	14.3	15.2	13.4	39.4	46.7	32.1	41.4	49.5	33.4	—	—	—	—	—	—	—	—	—
Tacoma, Wash.	47.4	49.0	45.8	42.9	43.5	42.3	20.3	23.6	16.9	16.1	17.7	14.6	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
San Francisco and Oakland, Calif. }	44.2	51.9	34.8	45.2	53.4	34.8	16.7	23.4	14.9	18.9	33.3	15.9	37.7	53.9	31.0	39.4	49.3	33.8	14.9	29.5	10.2	17.7	23.9	10.5	—	—	—
Los Angeles, Calif.*	—	—	—	59.6	65.6	53.7	—	—	—	20.1	22.3	15.4	—	—	—	56.9	60.2	51.0	—	—	—	—	—	—	—	—	—
Santa Barbara, Calif.	47.9	57.4	34.5	47.0	51.7	43.1	—	—	—	—	—	—	55.7	72.2	46.2	58.7	70.1	46.8	—	—	—	—	—	—	—	—	—
Ottawa, Ont.	44.3	55.7	23.9	41.4	51.4	25.6	13.2	15.0	10.9	11.3	13.5	10.1	34.2	42.1	28.5	32.1	45.3	27.3	11.2	12.2	10.1	11.0	13.4	10.2	—	—	—
Vancouver, B. C.	71.7	81.6	61.7	64.6	71.8	57.5	37.6	45.2	20.1	30.3	38.3	22.4	—	59.0	—	—	81.0	—	—	16.8	—	—	15.0	—	—	—	—
Victoria, B. C.	64.0	65.0	63.0	59.9	61.2	58.7	23.9	31.0	16.8	20.9	24.0	17.8	—	49.1	—	—	54.3	—	—	—	—	—	—	—	—	—	—

* 1937 Figures not received at press time
* Open and Installment accounts combined

¹Installment
²Furriers

³Laundry
⁴Heating

⁵Plumbing
⁶Lumber

⁷Paper and Paint
⁸Fuel

⁹Carpet and Cleaning

Fifty Key Cities Cooperating with the Research Division -- in the United

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General Convention Program

Silver Anniversary Convention - - National Retail Credit Association

Davenport Hotel, Spokane, Wash., June 15-18, 1937

Pre-Convention Program

MONDAY AFTERNOON

JUNE 14

(NORTHWEST CONFERENCE)

- 1:00—COUNCIL MEETING.
2:30—TENTH DISTRICT CONFERENCE MEETING—
Marie Antoinette Room.

(NATIONAL ASSOCIATION)

- 12:15—LUNCHEON TO BOARDS OF DIRECTORS, N.R.C.A.
and N.C.C.R.C., *East Banquet Room.*
(Guests of Spokane Retail Credit Association.)
2:00—MEETING OF BOARD OF DIRECTORS, N. R. C. A.,
East Banquet Room.
EVENING ENTERTAINMENT—Time and place to
be announced on admittance ticket.

Convention Program

TUESDAY MORNING

JUNE 15

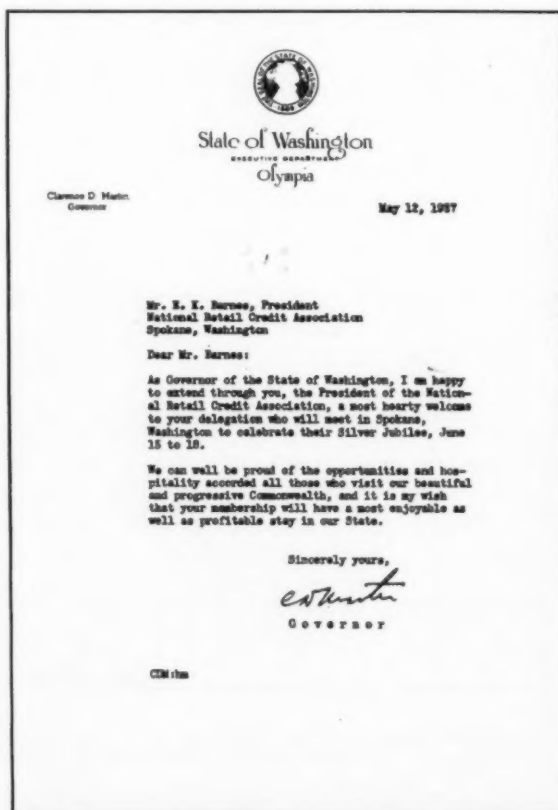
- 8:30—SPECIAL DEMONSTRATIONS—By all Exhibitors—
Exhibit Room, Hall of the Doges.
9:00—ASSEMBLY—Convention Hall, Davenport Hotel.
MUSIC.
9:15—CALL TO ORDER—E. K. Barnes, President, Na-
tional Retail Credit Association, First National
Bank, Spokane, Washington.
INVOCATION—Very Reverend Charles E. Mc-
Allister, Dean of Cathedral of St. John
(Episcopal), Spokane.
IN MEMORIAM.
WELCOME TO SPOKANE—Hon. Arthur W.
Burch, Mayor of Spokane.
RESPONSE, FOR THE UNITED STATES—Giles C.
Driver, The May Co., Cleveland.
RESPONSE, FOR CANADA—L. L. Harris, Boul-
bee, Ltd., Vancouver, B. C.
9:45—REPORTS OF OFFICERS.
APPOINTMENT OF COMMITTEES:
Constitution and By-Laws.
Resolutions.
Credentials.
Nominating.
10:00—ADDRESS—"Then, Now, and Tomorrow."
Sherman L. Gilfillan, Minneapolis Credit Ser-
vice Exchange, Minneapolis, Minn.
10:30—ADDRESS—"In Times Like These."
Dr. W. J. Hindley, Washington Merchants
Ass'n, Seattle, Wash.
11:00—ADDRESS—"Quo Vadis: Whither Bound in Re-
tail Credit?"
Frank Batty, Hale Brothers, Inc., San Fran-
cisco, Calif.
11:30—CONVENTION PHOTOGRAPH.
11:40—INTRODUCTION OF CHARTER MEMBERS.

- 11:45—GREETINGS FROM NATIONAL ASSOCIATION OF
CREDIT MEN: E. B. Hutcheck, Investment &
Securities Co., Spokane, Wash.
12:00—REPORT OF COMMITTEE ON CONSTITUTION AND
BY-LAWS.
12:10—INTRODUCTION OF SPOKANE CONVENTION COM-
MITTEE.
12:30—ANNOUNCEMENTS AND ADJOURNMENT.

WEDNESDAY MORNING

JUNE 16

- 8:30—SPECIAL DEMONSTRATIONS—By all Exhibitors—
Exhibit Room, Hall of the Doges.
9:00—ASSEMBLY—Music.
9:15—RECONVENE.
9:20—ADDRESS—"The Credit Bureau and Its Contribu-
tion to Business."
George C. Fairley, Duluth Retail Credit Asso-
ciation, Duluth, Minn.
9:40—ADDRESS—"Los Angeles' Credit Policies and
Results."
A. E. Kaiser, Bullock's, Los Angeles, Calif.
10:00—ADDRESS—"The A B C's of the Consent Decree."
R. Preston Shealey, Washington Counsel,
Washington, D. C.
10:20—DISCUSSION.



- 10:30—ADDRESS—"How Pittsburgh Uses Radio for Customer Education."
Leon Michaels, Harris Department Store, Pittsburgh, Pa.
Franklin Blackstone, Frank & Seder, Pittsburgh, Pa.
- 10:50—ADDRESS—"The Future of Credit Women's Breakfast Clubs—Advantages and Accomplishments."
Miss Ethel M. Dopp, R. J. Martin & Co., Spokane, Wash.
- 11:10—REPORT OF FINANCE COMMITTEE.
REPORT OF EDUCATIONAL COMMITTEE.
REPORT OF NOMINATING COMMITTEE.
- 11:30—INTRODUCTION OF AND BRIEF REMARKS BY EXHIBITORS' REPRESENTATIVES.
- 11:55—ANNOUNCEMENTS AND ADJOURNMENT.

Group Meetings

Scheduled for 2 P.M., Tuesday and Thursday.

General Chairman—H. J. Burris, John Taylor Dry Goods Co., Kansas City, Mo.
Vice-Chairman—S. E. Edgerton, Broadway Department Store, Los Angeles, Calif.

DEPARTMENT STORE GROUP (Elizabethan Rooms, B, C, D, E)

Chairman—Ira D. Bloom, Stix, Baer & Fuller Co., St. Louis, Mo.
Vice-Chairman—Aug. C. Wehl, Gimbel Brothers, Milwaukee, Wis.

MEN'S WEAR, WOMEN'S WEAR AND SHOES (East Banquet Room)

Chairman—Thomas H. Jones, I. Magnin & Co., Hollywood, Calif.
Vice-Chairman—Howard Ericson, Best's Apparel Shop, Seattle, Wash.

AUTOMOBILE TIRES AND ACCESSORIES (Gothic Room)

Chairman—Frank S. Osen, McKale's, Seattle, Wash.

HARDWARE AND BUILDING MATERIAL (Room 430, Fourth Floor)

Chairman—C. H. Gimar, L. H. Kurtz Co., Des Moines, Iowa.

Vice-Chairman—W. R. Kendall, Stewart Bros. Hardware Co., Memphis, Tenn.

FURNITURE, ELECTRICAL APPLIANCES AND MUSICAL INSTRUMENTS (Mandarin Room)

Chairman—R. T. Callahan, Powers Furniture Co., Portland, Ore.

Vice-Chairman—C. M. Elder, Kaufman-Leonard Co., Tacoma, Wash.

JEWELRY

(Elizabethan Room A)

Chairman—W. V. Beddow, Bromberg & Co., Birmingham, Ala.

INDUSTRIAL BANKING AND FINANCE (Green Room)

Chairman—John J. Mason, Morgan Plan Co., Mobile, Ala.

Vice-Chairman—Alex J. Jex, Peoples Finance & Thrift Co., Salt Lake City, Utah.

PETROLEUM

(Room 439, Fourth Floor)

Chairman—A. A. Hock, Associated Oil Co., San Francisco, Calif.

Vice-Chairman—W. M. Shelton, Union Oil Co., Seattle, Wash.

DAIRIES

(Tent Room B)

Chairman—W. E. Hammond, Jersey Farms, Ltd., Vancouver, B. C., Canada.

Vice-Chairman—Perry L. Bourlier, Carnation Company, Seattle, Wash.

PUBLIC UTILITIES

(Room 200)

Chairman—A. E. Maurin, New Orleans Public Service, Inc., New Orleans, La.

ICE AND FUEL

(Tent Room A)

Chairman—Mrs. Olive M. Proctor, Geo. W. Pickering Coal Co., Salem, Mass.

GROCERY

(Tent Room C)

Chairman—J. H. Bergeron, A. M. & J. Solari, Ltd., New Orleans, La.

Vice-Chairman—J. E. Wetherell, Greenough's, Spokane, Wash.

COMMERCIAL BANK GROUP

(East Banquet Annex)

THURSDAY MORNING

JUNE 17

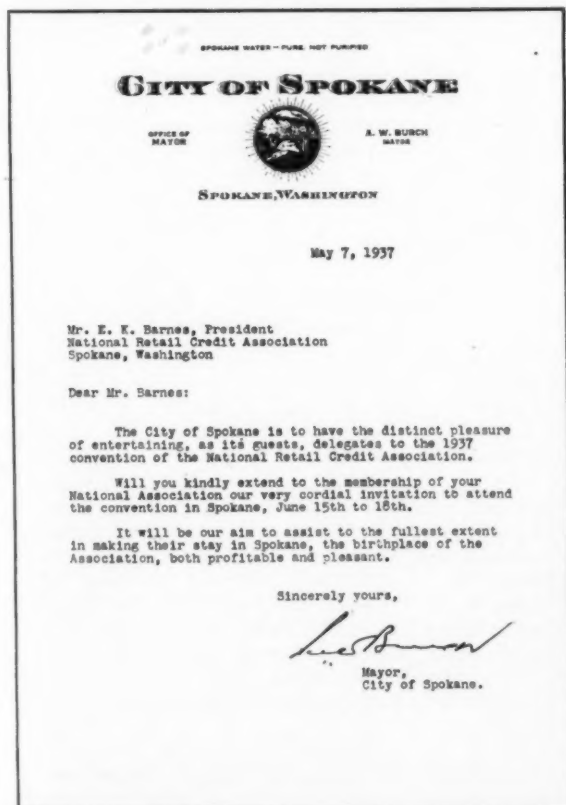
8:30—SPECIAL DEMONSTRATIONS—By all Exhibitors—
Exhibit Room, Hall of the Doges.

9:00—ASSEMBLY—Music.

9:15—RECONVENE.

9:25—REPORT OF CREDENTIALS COMMITTEE.

(Continued on page 22.)



Come to PITTSBURGH in 1938!



**THE COMPLETE
CONVENTION
HOTEL INVITES
THE N. R. C. A.**

1600 ROOMS WITH BATH

THE WILLIAM PENN joins with the local members in extending a most sincere invitation for The National Retail Credit Association to meet in Pittsburgh in 1938.

SPECIAL CONVENTION RATES

From \$3.00 Single \$5.00 Double
3600 Twin Beds

HOTEL WILLIAM PENN
PITTSBURGH - PENNSYLVANIA
GERALD P. O'NEILL, General Manager

Pittsburgh Invites 1938 Convention

The National Office has received from the Retail Credit Association of Pittsburgh an elaborate presentation inviting the National Convention to Pittsburgh for 1938. We quote below from letters of invitation taken from the presentation book:

I have been instructed, by the Board of Directors and members of the Retail Credit Association of Pittsburgh to join in extending a most cordial invitation to the National Retail Credit Association and the National Consumer Credit Reporting Corporation to hold their Convention in Pittsburgh in June, 1938.

I think I can say we are equipped to take care of your Convention in fine style, and we hope to have the pleasure of greeting you next year.—W. G. TAYLOR, *President*, Retail Credit Association of Pittsburgh.

* * *

The city of Pittsburgh is extending an invitation to the National Retail Credit Association and the National Consumer Credit Reporting Corporation to hold their Convention in this city in 1938.

The officers and directors of The Credit Bureau, Inc., join me in expressing to the boards of directors of these two corporations our promise that we will do everything we can to see that the Convention of the two organizations is taken care of properly in Pittsburgh.

I believe our hotel rates are comparable to those of any other city its size in the country, and we promise you every cooperation in our efforts to see that you are well taken care of while in the city.—C. GUY FERGUSON, *Secretary and Manager*, The Credit Bureau, Inc., Pittsburgh.

* * *

As mayor of this city, it gives me particular pleasure to join with your members of the Pittsburgh District in inviting the National Retail Credit Association to convene in our city in 1938.

The people of Pittsburgh are interested in conventions, and due to our ideal location I know that a meeting here would be a wonderful stimulant to the work of your Association, as you would be assured of an unusually large attendance. Most sincerely.—CORNELIUS SCULLY, *Mayor of Pittsburgh*.

* * *

Pittsburgh Will Have Large Spokane Delegation

Many Pittsburgh retail establishments will be represented at the Silver Anniversary Convention of the National Retail Credit Association in Spokane, Wash., June 15 to 18. The Pittsburgh delegation—which will seek to bring the next National Convention here—includes:

W. Gould Taylor, White Motor Co.; Col. Franklin Blackstone, Frank & Seder; Thomas L. Ford, Boggs & Buhl; H. C. Engel, McCreery & Co.; C. G. Kaessner, Kaufmann Department Stores; C. Guy Ferguson, Credit Bureau, Inc.; R. W. Sloan, Reymers Brothers; E. J. Fischer, A. J. Mansmann Co.; David H. Goldman, Rosa Goldman Co.; H. W. Leonard, Joseph Horne Co.; Miss Margaret Schwalm, Rosenbaum Co.; Mrs. Agnes R. Joyce, Shields Corset Shop; and John Gwyer, John Gwyer Press.—*Pittsburgh Sun-Telegraph*, May 14, 1936.

Last call for the Silver Anniversary, National Retail Credit Association, Spokane, Wash., June 15-18, 1937. Mail your reservation today!

THE CREDIT WORLD

Credit News Flashes--

Personal and Otherwise

Miss Quirk Honored at "Twin Mix"

The St. Paul Retail Credit Association and the Minneapolis Retail Credit Association held their annual "Twin Mix" at the St. Paul Athletic Club April 21.



At this celebration, the St. Paul Association honored Miss Margaret Quirk of M. L. Rothschild & Co., St. Paul, who has been a member of the Association since its inception nearly 30 years ago, and has never missed a meeting. She has been with her firm for 37 years.

She is the only woman now in credit work who attended the first "Twin Mix," 27 years ago, and has never missed a meeting since. Chairman Frank Butler is shown presenting her with 27 American Beauty roses, one for every "Twin Mix" attended.

* * *

The Pennsylvania Retailers Association, at the closing session of its fifth annual convention in Pittsburgh recently, adopted a recommendation putting the Association on record as favoring shorter and saner terms for deferred-payment credit.

* * *

San Francisco's Credit Course

San Francisco's 1937 educational program has been unusually successful. With 225 students enrolled, the class has finished its eighth lecture and attendance has held up remarkably well. The registration fee of only \$2.00 not only covers the cost of the course but also the cost of prizes:

Three trips to the Silver Jubilee Convention!

Officers of the Associated Retail Credit Men of San Francisco, recently elected for 1937, are: President, M. L. Cahn, Credit Manager, I. Magnin & Co.; Vice-President, Joseph E. Noonan, an executive with Shreve, Treat & Eacret; Treasurer, Walter V. Howe, Credit Manager, Sommer & Kaufmann; and Secretary, C. J. Benson.

Birmingham's Annual Election

The Associated Retail Credit Managers of Birmingham, Ala., recently elected the following:

R. W. Lackmond, President; F. B. Burns, First Vice-President; Ira M. Patton, Second Vice-President; Miss Frieda Brown, Third Vice-President. Directors: Sam G. Lacey, Jr.; J. P. Northrup; E. T. Douglass; Ralph Howard; R. Carnathan; Otto Schoel; A. E. Cross; J. C. Sutherland; A. W. Brown; O. E. Rollins; R. J. Ward; and L. W. Beard.

* * *

At a recent dinner party sponsored by E. W. Warner, President of C. F. Hovey Co., Boston, gold buttons were awarded to 36 store employees who had served 25 years or more. William F. Browne, Credit Manager, was on the list with 42 years of service.

* * *

The Pontiac (Mich.) Credit Bureau is achieving much favorable newspaper comment and more favorable results from its recently published "Budget Assistant." This is a little booklet that helps debtors to help themselves by properly budgeting expenditures. *It is credit education of the most helpful and practical kind.*

~*~

Last Call! Silver Anniversary Convention, National Retail Credit Association, Spokane, June 15-18.

How to Win Friends and Influence People

By DALE CARNEGIE

**A Nation-Wide Best Seller
A Week After Publication!**

Some of the Chapter Headings:

The Big Secret of Dealing with People
Six Ways to Make People Like You Instantly
An Easy Way to Become a Good Conversationalist
A Simple Way to Make a Good First Impression
How to Interest People
Twelve Ways to Win People to Your Way of Thinking
A Sure Way of Making Enemies—and How to Avoid It
The Safety Valve in Handling Complaints
How to Get Cooperation
A Formula That Will Work Wonders for You
The Movies Do It. Radio Does It. Why Don't You Do It?
Nine Ways to Change People Without Giving Offense or Arousing Resentment
How to Criticize—and Not Be Hated for It
How to Spur Men on to Success
Making People Glad to Do What You Want
Letters That Produced Miraculous Results
Seven Rules for Making Home Life Happier

Price \$1.96

National Retail Credit Association

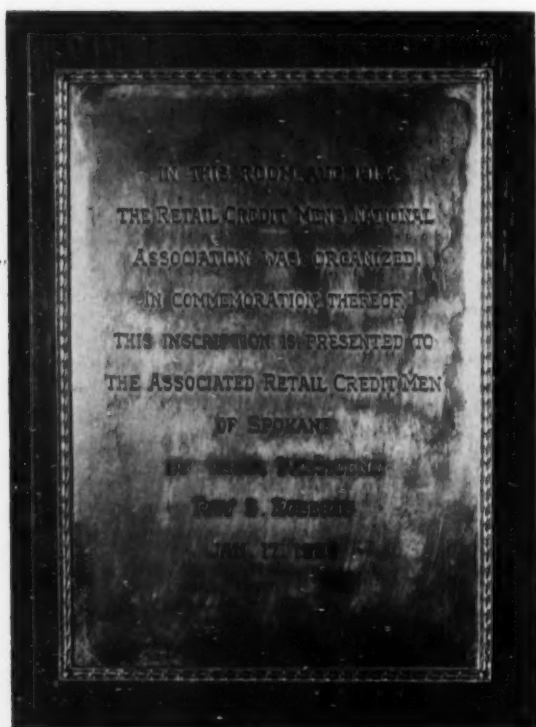
1218 Olive St.

St. Louis, Mo.

General Convention Program

(Continued from page 19.)

- 9:30—ADDRESS—"Reducing Merchandise Returns Through Customer Education."
(Three fifteen-minute addresses.)
Mrs. Catherine Doody Bartlett, Cleveland Retail Credit Men's Co., Cleveland, Ohio.
R. A. Ross, Neiman-Marcus Company, Dallas, Texas.



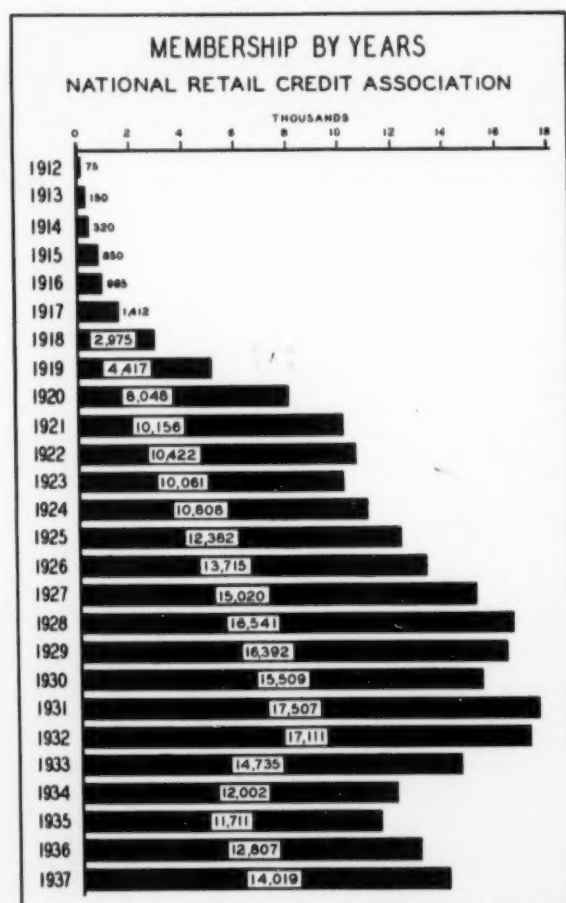
Plaque which hangs on the wall of the East Banquet Hall, Davenport Hotel, Spokane, commemorating the founding of the National Retail Credit Association.

- Milton J. Solon, The Dayton Company, Minneapolis, Minn.
- 10:15—ADDRESS—"Liberalizing Credit—Its Disadvantages and Effect on Buying Power."
R. E. Baylis, T. Eaton Company, Ltd., Toronto, Ont., Canada.
- 10:35—ADDRESS—"Effective Plans for Increasing Credit Sales."
(Two twenty-minute addresses.)
"New Accounts"—G. R. Raymond, Turrells, Seattle, Wash.
"Inactive Accounts"—Miss Nora O'Connell, The Gray Shop, Oakland, Calif.
- 11:15—ADDRESS—"Credit Control—Most Important Retail Credit Problem and Proposed Solution."
Leo. M. Karpeles, Burger-Phillips Company, Birmingham, Ala.
- 11:35—AWARDING OF TROPHIES.
- 11:50—ACTION ON FINAL REPORT OF COMMITTEE ON CONSTITUTION AND BY-LAWS.
- 12:00—NOMINATIONS FOR OFFICERS. Election.
- 12:15—REPORT OF RESOLUTIONS COMMITTEE.
- 12:30—ANNOUNCEMENTS AND ADJOURNMENT.

FRIDAY MORNING

JUNE 18

- 8:30—SPECIAL DEMONSTRATIONS—By all Exhibitors—Exhibit Room, Hall of the Doges.
- 9:15—ASSEMBLY—Music.
- 9:25—RECONVENE.
- 9:30—ADDRESS—"Our National Legislative Program and Your Part In It."
W. J. Morgan, Chairman Legislative Committee, Brooks Brothers, New York, N. Y.
- 9:50—ADDRESS—"Prompt Collections Do Build Sales."
O. M. Prentice, David Spencer, Ltd., Victoria, B. C., Canada.
- 10:10—ADDRESS—"Trends in Retail Credit."
Dr. N. H. Engle, Assistant Director, Bureau of Foreign and Domestic Commerce, Washington, D. C.
- 10:40—ADDRESS—"Why a Carrying Charge on Past Due Accounts?"
(Two twenty-minute addresses.)
Celius Newman, Pelletier's, Inc., Sioux City, Ia.
Harry P. Earl, Utah Power & Light Co., Salt Lake City, Utah.
- 11:20—ACTION ON REPORT OF RESOLUTIONS COMMITTEE.
RECOMMENDATIONS FROM GROUP MEETINGS.
WHERE SHALL WE MEET IN 1938?
- 11:50—UNFINISHED BUSINESS.



12:00—INSTALLATION OF NEW OFFICERS.
INTRODUCTION OF DISTRICT OFFICERS.
12:30—ADJOURNMENT.

NCCRC Program

Inter-Bureau Reporting Department

TUESDAY MORNING

JUNE 15

Joint Meeting with N.R.C.A.
(General Assembly, Convention Hall)

* * * * *

TUESDAY AFTERNOON

Joint Meeting IBRD and SCD
(Marie Antoinette Room)

1:30—CALL TO ORDER. Introduction and Remarks—
Charles M. Reed, Denver, Colo., President,
NCCRC.

IN MEMORIAM.

1:35—INTRODUCTION of Directors of NCCRC and
Members of IBRD Committee—By C. E.
Moorman, Jacksonville, Fla., Chairman.
1:45—INTRODUCTION of Members of SCD Committee
—By Philip H. Sachs, Baltimore, Chairman
SCD.
1:50—APPOINTING of IBRD Convention Committees
—By C. E. Moorman, Chairman.
1:55—APPOINTING of SCD Convention Committees—
By Philip H. Sachs, Chairman.
2:00—ADDRESS—"The Reorganization Plan."—By
Charles M. Reed, President, NCCRC.
3:00—ADDRESS—"A New Standard Inter-Bureau Re-
port Form."
By Frank T. Caldwell, Secretary, NCCRC.
3:30—ADDRESS—"The Lay Agency—An Economic Ne-
cessity."
By Judson Benton, Tacoma, Washington.
4:00—ADDRESS—"Inter-Bureau Reporting Coupons."
By M. G. Riley, Kansas City, Missouri.
4:30—ADDRESS—"Education and Training in All NC
CRC Activities."
By W. C. Weagar—Fort Smith, Arkansas.

(Continued on page 31.)

List of Convention Cities and Presidents Since 1912

Year	Convention City	President	Home City
1912-1913	Rochester, New York	S. L. GILFILLAN	Minneapolis, Minnesota
1913-1914	St. Louis, Missouri	S. L. GILFILLAN	Minneapolis, Minnesota
1914-1915	Duluth, Minnesota	D. J. WOODLOCK	St. Louis, Missouri
1915-1916	Omaha, Nebraska	D. J. WOODLOCK	St. Louis, Missouri
1916-1917	Cleveland, Ohio	H. VICTOR WRIGHT	Los Angeles, California
1917-1918	Boston, Massachusetts	W. H. J. TAYLOR	New York, New York
1918-1919	St. Paul, Minnesota	L. S. CROWDER	Dallas, Texas
1919-1920	Detroit, Michigan	S. E. BLANDFORD	Boston, Massachusetts
1920-1921	Houston, Texas	FRANKLIN BLACKSTONE	Pittsburgh, Pennsylvania
1921-1922	Cleveland, Ohio	G. A. LAW	Memphis, Tennessee
1922-1923	Milwaukee, Wisconsin	E. W. NELSON	Lincoln, Nebraska
1923-1924	New York, New York	D. W. AHL	Detroit, Michigan
1924-1925	Minneapolis, Minnesota	W. J. SNIDER	St. Louis, Missouri
1925-1926	Los Angeles, California	L. T. PEASE	New York, New York
1926-1927	Providence, Rhode Island	R. W. WATSON	Spokane, Washington
1927-1928	Kansas City, Missouri	E. B. HELLER	St. Louis, Missouri
1928-1929	Nashville, Tennessee	L. L. MEYER	Houston, Texas
1929-1930	Toronto, Ontario, Canada	J. R. HEWITT	Baltimore, Maryland
1930-1931	St. Louis, Missouri	J. H. EDGERTON	New York, New York
1931-1932	Washington, D. C.	A. D. McMULLEN	Oklahoma City, Oklahoma
1932-1933	No Meeting	FRANK BATTY	San Francisco, California
1933-1934	Memphis, Tennessee	A. P. LOVETT	Kansas City, Missouri
1934-1935	Rochester, New York	A. P. LOVETT	Kansas City, Missouri
1935-1936	Omaha, Nebraska	C. M. REED	Denver, Colorado
1936-1937	Spokane, Washington	G. C. DRIVER	Cleveland, Ohio
		E. K. BARNES	Spokane, Washington



At the First National Convention (Rochester, 1913) only 38 credit executives and bureau managers were present.



Letters That Cross The Editor's Desk

It has been asserted by a man who stands high in the councils of the National Retail Credit Association that the city of Pittsburgh is great chiefly because it reposes in the backyards of Youngstown and East Liverpool, Ohio; Morgantown and Wheeling, W. Va.; and Uniontown and New Castle, Pa.

Not being inclined to argue, we merely wish to say that if Pittsburgh is honored by being claimed as the backyard of these great, progressive commercial cities of the Tri-State District, we have a lot of nice back fence!

If you can persuade your Association to hold its 1938 Convention in this backyard, we promise you, in addition to the usual back-fence cat fights, a chance to view the greatest commercial city under heaven—whose smoke stacks and county hills have an assessed valuation of more than two billion, six hundred million.

Not being given to extravagant claims, may it suffice to say Pittsburgh has everything. Our generous Scotch citizens will divide it with their usual liberality, if you and your thousands of credit workers will spend a week with us in June, 1938.—C. Guy Ferguson, Secretary, Retail Credit Association of Pittsburgh.

* * *

Salt Lake City expects to have as many as 15 delegates to the Spokane Convention, many of whom are combining their vacations with the Spokane trip.—Wm. A. Perkes, Secretary-Manager, Associated Retail Credit Men, Salt Lake City.

* * *

I have been busy with the Convention Committee, working on publicity and transportation arrangements, so we will have a good representation from Seattle; the number planning to attend is very promising.—Howard C. Ericson, Best's Apparel Shop, Seattle.

* * *

Many thanks for sending the advance proofs of the new "Pay Promptly" advertising series. They meet with the hearty approval of our directors who believe they will be much more effective than the old series. Please send us one each of the mats.—Mrs. C. L. Lowder, Executive Secretary, Gaston County Merchants Association, Gastonia, N. C.

* * *

It has always been our opinion that a little effort would materially increase the circulation of *THE CREDIT WORLD*. We tried it out in our own office and while it was difficult to interest very many in individual subscriptions, we resorted to the old "club plan" and sold the idea to groups of four.

We enclose the mailing list, also check for \$22. These are all new—excepting the last one.

Quite a number of the boys are figuring on attending the Convention in Spokane and we are sure they will find it very worth their while.—W. W. Weir, Credit Sales Manager, The May Co., Los Angeles.

* * *

I turned in another new member today at our Credit Men's Luncheon, The Wood Chevrolet Co. The member I secured before this one was V. L. Adams, a member of our State Legislature and owner of the Adams Coal Co. This brings the number of members personally secured up to 16, with several more good prospects.

All that is necessary to get them is just having the time to make personal calls. *Will see you in Spokane!*—W. V. Beddow, Bromberg & Co., Birmingham, Ala.

* * *

Perhaps you will be interested in an innovation of the retail credit associations of Pueblo and Colorado Springs. These two cities, the main trade centers of the south half of Colorado, are 45 miles apart. There is an overlapping of trade territories and, consequently, an interest in the same credit customers to a considerable extent.

In order to further their mutual interests and develop a greater degree of understanding and cooperation and confidence, these two groups recently began joint meetings.

On March 17, the Pueblo group was entertained by the Colorado Springs group at a dinner meeting. The Colorado Springs group were guests of the Pueblo Association April 27. Both meetings were attended by about 50 credit executives of the two cities.

Much enthusiasm was shown toward these intercity meetings and plans were made to hold such affairs in each city twice a year. In addition to the pleasant social contacts that were made, much of value was obtained from the interchange of ideas.—E. Bland Cresap, Manager, The Credit Reporting Co., Colorado Springs, Colo.

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Results of 1936 Retail Credit Survey to Be Available Soon

We are advised by the Bureau of Foreign and Domestic Commerce, Washington, D. C., that the 1936 Retail Credit Survey report will be available around June 15, the opening date of our National Convention. Because of the value of the material in this report to the credit fraternity, we are making arrangements to purchase 1,000 copies of this publication for free distribution to each of the registrants at Spokane.

In order to insure the printing of sufficient copies of this report the Bureau of Foreign and Domestic Commerce would like to know immediately how many copies each credit bureau will want to purchase for its members. The price probably will be ten cents for single copies with a discount of 25 per cent allowed where purchases are made in lots of 100 or more.

The Retail Credit Surveys are made with the active cooperation of the National Retail Credit Association. The 1936 study covers 14 trades located in 88 cities of the country, and presents information on percentages of cash and credit sales, bad-debt losses, and collections on accounts receivable, by trades, cities, and geographic regions of the country.

This type of material is of considerable value to every retail credit granting firm and we believe the credit bureau managers should attempt to distribute as many copies as possible. In those cities represented by the study each firm which submitted figures will be forwarded a free copy of the report in return for their cooperation.

The information requested by the Bureau of Foreign and Domestic Commerce at this time will not be considered in any way as an order but only as a guide to the number of copies to print. Please get in touch with the Bureau as to the number you will want and as soon as the price and availability are determined they will get in touch with you as to placing orders.

New Credit Women's Clubs

Topeka, Kan., last month organized the Topeka Credit Women's Breakfast Club with the following officers:

President, Mrs. Carmen Randall; Vice-President, Miss Helen Brouyette; and Secretary-Treasurer, Mrs. Cora Allen.

Cedar Rapids, Iowa, in April, organized the Credit Women's Breakfast Club, with 21 charter members, and several new ones have since been added. Officers and directors are:

President, Pearle Hinkley; Vice-President, Claire McKenna; Secretary, Dorothy Dawson; and Treasurer, Josephine Hexdall. Directors: Leola Jack, Bess Stone, Ida Boettcher, and Gladys McKinley.

St. Petersburg, Fla., May 10, organized the Credit Women's Club and elected: Claire E. Stone, President; Mrs. Marian Murray, First Vice-President; Maude Wilkinson, Second Vice-President; Mrs. Amber Nichols, Secretary and Treasurer; and Pearl Hood, Corresponding Secretary.

St. Joseph, Mo., W. J. Bryan, the manager of the Credit Bureau reports, organized a breakfast club May 11, 51 credit women being present. Mr. Bryan attributes the excellent turnout to the efforts of the girls in the Bureau.

And, last but not least, Fort Smith, Ark., has a breakfast club which is "going places." This club intends sending a representative to the Spokane Convention.

Warning

A young man claiming to be part Indian and to know me and Colonel Devere of Cheyenne, recently visited Northern New York, informing some of our leaders in that section that I had told him to call on my friends while down there and convey my regards.

The object seems to have been to make a touch here and there. I know nothing about the case in question but credit and bureau men are hereby cautioned to be careful of anyone who may claim that I asked him to call on them. If such a party should show up, he should be carefully checked and the writer notified so that the subject may be put out of circulation.—CHARLES M. REED.

The Law of Averages says



You've never had a fire, you say. Well, sir, you have been lucky. Somebody's factory, somebody's office building, is burning down this very minute. By the law of averages, if you've never had a fire for years your turn may be next.

Fires have a way of hitting the firm that least expects disaster. And fires frequently destroy records that represent the lifeblood of a business.

There is one way—a farsighted, economical way—of preparing for fire. Keep your records in a GF safe. Entrust your records to a GF safe and enjoy a good night's sleep.



Metal Desks, Aluminum Chairs, Filing Cabinets, Card Index Files, Book Shelving, Storage Cabinets

THE GENERAL FIREPROOFING COMPANY

Youngstown, Ohio



Utility Credits and Collections As a Primary Aid to Sales

By J. A. H. DODD

Supervisor, Credit Department, Portland
Gas & Coke Co., Portland, Ore.

CREDITS and collections in the utility field are faced with problems unlike any other enterprise, and these pertain to sales. When a sale is made, it is very often the first and last contact of the salesman, but with us it is only the beginning. As long as the new customer remains a customer, he is subject to contact. In view of this, each order must be closely checked before accepted, as an error in judgment by the Credit Man reflects a loss which is a definite handicap to real progress.

However, any Credit Department, operated on sound business principles, and *not* showing a loss, is obviously turning down some good credit risks, which, if accepted, would reflect in additional revenue.

It is not our desire to have the salesmen harbor the thought that after selling the customer, they have to "sell the Credit Department" to get approval of their orders. It is the happiest day of any credit man's life if he can check the regular credit routine and approve every order. Unfortunately, we have some customers who desire to purchase equipment far in excess of what their monthly incomes will allow and obviously they must be declined.

In selling, there are two thoughts that must be borne in mind—superiority of our company's product and the advantages of using it in preference to other commodities, *and being reasonably sure that if the sale is made the company will be able to collect its money.* Obviously, a sale is not complete until the customer is entirely satisfied.

Success of any sale is not entirely measured by securing the signed contract, but by the salesman selling himself to that customer to the extent that he has accepted him as the company and in turn can be assured that every promise made will be executed in a businesslike manner without delay. This requires a follow-up, calling on the customer after installation, making him feel we are most anxious and interested to see that he is satisfied. Seemingly wasted calls? Yes, but they create a company booster and community salesman or saleswoman, and in addition reduce materially many handicaps in collecting the account.

May I cite an illustrative case of a good customer who has just purchased a new range, and through some omission the top on the range does not close properly. She, no doubt, is of the average type and reluctant to phone the company, but constantly using it she becomes quite aggravated, yet tells no one. In the meantime, her installments become due and the Credit Department sends her a polite notice reminding her of the past due account and she still remains silent.

In the regular collection cycle within fifteen days, our collector is sent out to see why we have not received payment. When the condition is found, the proper department is notified, and when corrected, the customer usually

pays. Cases similar to this are periodically discovered in Credit and Collection activity. This, to me, is of vital importance in sales, as the company has spent considerable money, as well as the investment, and in such cases we forfeit our opportunity of securing such customers as 100 per cent users of our service.

It may be interesting to know the routine used in approving credit:

1. The order is scrutinized to determine its legibility, also to determine if the signature corresponds with the name to whom delivery is to be made; if number of months corresponds to established terms; and for references listed on reverse side of the order.

2. A credit questionnaire is attached and the order is then checked with our credit file, from which we secure the following information:

Length of service.

Average monthly bills.

Amount of briquets purchased.

Previous merchandise purchases.

(And how they were paid.)

Amount owing on disconnected accounts.

P & L accounts.

If there is any derogatory information on credit card.

3. If unable to pass the order on information in our file or the references on the order, it is necessary to call a reporting bureau at a cost of 35c to \$1.25 per call.

4. This information is assembled and the decision is made.

Now all this does not necessarily prove that credits and collections are a sales aid, but it does provide some very conclusive evidence that if proper thought and attention are given to this phase by the salesman whereby he could secure pertinent information, it would assist the credit man in approving the order and truly make credits and collections an aid to sales.

If the credit man is approached by a customer desirous of having his appliance removed, it is the line of least resistance to extend this accommodation, but instead, he listens very attentively to the customer's story, during which he is stretching his imagination to every conceivable end to utilize his knowledge in keeping this customer sold.

If necessary, the salesman is again called into the picture and the possibility of changing the rate in accordance with our tariff is discussed, likewise the adjusting of burners and checking of the meter. Most important, we strive to drive home that predominant factor of cleanliness, speed, and economy of our superior product. The credit man goes to this extent with but one purpose in mind—*An Aid to Sales.*

Terms, or the monthly installments on merchandise, are an important factor in securing business in view of our local competition. However, the length of contract should be no longer than necessary to get the business, bearing in mind that terms are subject to revision in accord with the customer's credit rating. Every salesman should realize that long-term contracts curb his possibility of selling additional appliances. As the buying public are installment-minded, they purchase only one article at a time.

Continued sales to our briquet customers are contingent upon prompt payment. After the fuel is consumed, we must rely upon the honesty of the customer to pay. As these sales are an important part of our revenue, it is equally important that the customer understand the terms on which they are sold and the importance of prompt payment.

Collections

Collections perhaps are the most delicate relationship between the company and the customer. In order that you may realize more clearly the task we have in addition to passing credit, the collection department handles the following:

9,000 delinquent service accounts; 1,000 delinquent merchandise; and 2,000 delinquent briquet accounts.

All of these must be scrutinized monthly and almost 50 per cent are checked and contacted twice each month.

May I cover briefly our routine in handling service collections. After the customer's statement is rendered in the Bookkeeping Department, the collection stub is forwarded to us, which includes all accounts for current billing as well as those that show a pre-balance (or such customers as have failed to pay their previous month's bill).

These stubs are sorted, retaining only those having a definite code; these are placed in each collector's desk under book and account number. Three days following the discount date, each stub is checked with the ledger, transferring the amount of payments received. Stubs paid in full are destroyed and the remaining are referred to the collector for scrutiny. As each stub is reviewed, a symbol is noted on the reverse side, then referred to the stenographer, where the necessary letter is typed and mailed, after which the stub is returned to the collector. Seven days following this activity, the same routine is followed except—when no payment is received, the stub is then referred to the outside collector to contact the customer.

Merchandise and briquet stubs are handled in the same manner and are all attached to the gas stub; thus, when a contact is made, all delinquent accounts are discussed.

Several months ago, all customers owing more than six months' service were contacted to sign a pre-balance agreement, whereby they could pay something in addition to their current bills and thereby reduce their indebtedness. This was very successful in reducing our accounts receivable, as well as keeping them as consumers of our product.

Through this method we have retained nearly 400 accounts that some day will be potential prospects for sales.

Coding of accounts is an important factor in public relations:

1. It makes a definite division of such delinquent customers that have used our service for a number of years, and thus permits a different collection approach.

2. It permits an easy distinction between new accounts accepted, and permits a closer follow-up.

3. The year caption of the code automatically changes the account from one method of handling to another, giving old customers additional consideration.

4. Regardless of where the customer may move, he retains the same coding, thus giving the next collector the same background of credit experience.

5. If change in coding is necessary, it is derived only from the collector making the actual contact, as he is familiar with the existing conditions.

This may seem just routine work but, indirectly, it plays a large part in maintaining good will and eliminating unnecessary friction with sales.

In order to "take it" day after day the outside collector must be in a happy frame of mind and good spirits and have an understanding of his job. His work is scrutinized daily and if each account is not handled in accord with instructions they are contacted and the problem covered diplomatically.

Each week a general meeting is held for the outside collectors to discuss their problems and cover generally such errors that occurred in the past week along with changes in company policy and new ideas in customer contact. Vitalizing these and many other points to our collectors makes them an important part of the program of good-will building and An Aid to Sales.

Disconnected Accounts

These are commonly termed as final bills and are handled like our active delinquents, but require an entirely different collection approach. Many of these are now using some other commodity for fuel and it is our objective to collect the bill, retain their good will, and resell them on the use of our product.

Each account is scrutinized monthly, directing a notice or an appealing letter to their attention, "selling" them on why they should pay their balance.

In the month of March, each year, a special letter is directed to these customers owing a final balance and calling their attention to the many uses of hot water for house cleaning and laundry work, also the convenience that can be enjoyed, and in addition reminding them that suitable terms can be arranged for payment of their outstanding balances.

This has been successful in reconnecting a number of customers who thought it necessary to pay their entire bill before service would be reconnected. However, may I mention that each case is decided entirely on its own merits and those requiring excessive collection activity are required to pay their balance in full before being reconnected.

After twelve months' collection activity has been put forth on these disconnected accounts and collection seems impossible, the account is then charged to Reserves or Profit and Loss, which amounts to three-fourths of 1 per cent of our annual service revenue.

The amount of loss, and reserve number by which it is identified are noted on the customer's credit card and the bill is filed in an envelope under the identifying number.

Each customer located is contacted by an appealing letter, offering terms in keeping with their budget to liquidate their indebtedness. This operation has also contrib-

uted a part in reconnecting service, as well as in restoring many briquet users.

After charging these off our books, we do not allow them to lay dormant, because one reason why people never ask for credit or purchase appliances on terms is in view of an outstanding bill. Knowing this, every account charged off to Reserves is reviewed and checked with the city directory, a year from the day it is charged off. This operation is continued two years in succession and has resulted in collecting \$10,000 in the 12 months ending last November!

Every customer is an asset to our business, whether he be a large consumer or small, as long as he pays for service rendered or merchandise purchased. Failure to pay changes him to a liability and, obviously, no company can progress with a steady growth of Accounts Receivable that are uncollectible.

In collections, we have many contacts a day and each must be a sales approach, keeping the customer sold on the merchandise as well as collecting the money due.

Memphis Holds Twentieth Annual Election

The Memphis Retail Credit Association held its twentieth annual election and banquet May 25, naming the following: President, H. G. Orndorff; First Vice-President, Stuart Coleman; Second Vice-President, Mrs. B. J. Haley; M. G. Liberman, Secretary-Treasurer; and Mrs. Helen D. Ruffin, Assistant Secretary. G. A. Lawo is honorary President.

Directors: E. S. Eddins; J. M. Forbis; L. R. McEwen; Mrs. J. W. Maddox; Talmadge Orr; M. B. Silverson; and L. T. Whitten (retiring president).

General Manager-Treasurer Crowder was guest of honor on the occasion.

Last Call!

(Hotel Davenport
is the official
Convention
Hotel)

Fill out the card
and Mail it Now!

Register Now!

The Credit Application - - Foundation of Credit

(Continued from page 4.)

When this quality is practiced, the customer will leave the Credit Department with a distinctly favorable impression of the entire store. The Credit Man will have the secure feeling that his extension of credit is sound, a feeling that a credit report will endorse.

In these days when we are striving to control credit, to reduce the time given on both soft and hard merchandise, a credit man has a marvelous opportunity to prove his worth as a salesman. If his store does not give the long terms in vogue among its competitors the credit man must sell the customers on the value of the shorter time or the account is lost.

If his store does give the longer time and he does not believe in the practice, he has the opportunity to sell the customer on better terms for everyone concerned than the advertised inducements. I know of no single sweeping stroke that will eliminate our expanded credit situation but I do know that there is a lot of good missionary work that can be done when accounts are opened and it's up to the credit men and women to be the missionaries!

My friends, we are engaged in the business of selling merchandise at a profit. As we aid the volume of sales, reduce collection costs and collection losses, and effect a satisfactory turnover of money, will our efforts be considered successful. I have endeavored to suggest without consideration of all the ramifications of the subject that an intelligent application made intelligent by the obtaining of information to forestall future problems—and motivation of the customer to good paying habits and desire to use the service of your store by employing the art of salesmanship—will considerably aid and abet the attainment of your goals. I have not been nearly so interested in convincing you of any of my statements as I have been in interesting you in the possibilities of a more intelligent application than you now employ.

Registration Card

NATIONAL RETAIL CREDIT ASSOCIATION and
NATIONAL CONSUMER CREDIT REPORTING CORPORATION

Silver Anniversary Convention, June 15, 16, 17, 18, 1937

Observing the Silver Anniversary at Spokane, Washington

State _____ City _____
Name _____
Address _____
Firm _____
Will wife accompany you? _____ Railroad or auto? _____
Hotel _____ (single or double room) at \$ _____ per day
What group conference will attend _____
Will arrive (exact date) _____ A.M./P.M. depart _____
Registration Fee for Delegates—including Banquet and Entertainment, \$10.00. For Wives of Delegates, \$5.00.
(Fill out and mail to Sam Haddock, care Spokane and Eastern Bank, Spokane, Washington)

News of the District Conferences

THE First District and the Eighth District held their annual conferences last month, thus closing the district conference schedule for the Association year ending May 31.

Reports of the Secretaries—for their respective Districts—follow:

First District

The First District (*Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont, and Quebec*) held its annual conference May 10 and 11 at the Hotel Vermont, Burlington, Vt. The following officers and directors were named for the coming year: President, Fred W. Barton, Sawyer Lumber Co., Worcester, Mass.; Vice-President, Louis R. Gelin, The Gamble Desmond Co., New Haven, Conn.; and Secretary-Treasurer, Philip J. Murphy, Credit Reporting Bureau, Worcester, Mass.

Directors: Harold P. Lawrence, Lewiston, Me.; J. Fred French, Manchester, N. H.; R. R. McNall, Burlington, Vt.; L. T. McMahon, Boston, Mass.; William Bronkhorst, Hartford, Conn.; and Charles E. Donilon, Providence, R. I.—Marshall W. Hunt, *Secretary*.

* * *

Eighth District

The Annual Conference of the Eighth District (*Texas*) was held at the Rice Hotel, Houston, May 10, 11 and 12. This was a joint meeting with the Retail Credit Men of Texas, The Texas Retail Credit Bureaus and the Retail Merchants Association of Texas. The officers and directors for the ensuing year are:

President, Robert A. Ross, Dallas; First Vice-President, C. A. Marbach, San Antonio; Second Vice-President, Mike Weinstein, Houston; Secretary-Treasurer, J. E. R. Chilton, Jr., Dallas.

Directors: Francis Amsler, Austin; E. L. Buelow, Hillsboro; Jessie Faulkner, Port Arthur; J. A. Hazlewood, Amarillo; C. A. Caldwell, Dallas; John R. Clark, Fort Worth; Mr. Asa H. Speer, Jr., Corpus Christi; John W. Stiers, Houston; and A. C. Broussard, Fort Worth.

Robert A. Ross, Dallas, was elected National Director to take the place of John R. Clark, Fort Worth, who resigned. The attendance at this meeting was 430 and Dallas was selected as the next Conference City. Arthur H. Hert, Secretary, represented the National Office.

Monday afternoon the credit managers went into their first executive meeting, which was called to order by President John R. Clark. Vincent W. McConn, Manager of the Credit Bureau of El Paso, gave a very appealing talk on "How the Credit Manager Can Assist the Credit Bureau in Rendering Proper Credit Reporting Service."

Three other outstanding talks were given on Monday afternoon—by Basil Whitley of Fort Worth, C. A. Caldwell of Dallas, and G. A. Marbach of San Antonio, who read the paper by Arthur Boaz of San Antonio who was unable to be present.

Following was perhaps one of the most interesting, as well as amusing, debates ever held at our Conferences. The subject debated was: "Resolved: That Increased Profits Are Possible Through the Sale of Soft Merchandise on Deferred Payment Plan Beyond 90 Days." The affirmative won over the negative, although for awhile it looked as if it were almost a tie. T. L. Loughridge of Houston and Fred C. Marth of Dallas were the lucky winners over Byron Lillie of Fort Worth and R. E. Hill of Dallas.

At ten o'clock Tuesday morning the Open Forum Discussion, which has always been considered the real "meat" of our Conferences, was conducted by Mike Weinstein of Houston. Truthfully we can say that the questions prepared for discussion were new and in line with the trend of times. At the same time the Public Utilities Group held separate Open Forum meetings under the leadership of Rosser Thomas, Jr., of Houston, and the Petroleum and Automobile Accessories Group, under the leadership of George H. Kibbee of Fort Worth, held a most instructive conference. Tuesday afternoon continued these Group conferences, which adjourned at 5 P.M.

The newly elected Officers and Directors piled out of bed at six o'clock Wednesday morning to attend a breakfast meeting. Never before have we accomplished such a splendid program of work for the new year. President Ross was instructed to communicate with the entire membership several times a year in the form of a President's letter, letting the membership know exactly what the District and the State Association are doing in their behalf and the cooperation desired of the membership.

The Board voted to send President Ross as our official representative to the Spokane Convention where he will sit on the Board of Directors in the vacancy created by Past President Clark's resignation.—J. E. R. CHILTON, JR., *Secretary*.

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Oklahoma City Elects

The Oklahoma City Retail Credit Association at its recent annual election named the following officers and directors: W. F. Suits, President; Opal Hunt, Vice-President; Ward J. McMullen, Secretary; H. L. Pickett, Treasurer; and F. R. Medlen and Julia Collar, Directors.

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Bank Credit as Money--

is the title of a new book by John R. Walker, Executive Vice-President of the National Association of Sales Finance Companies. In understandable layman's language, the author presents an illuminating analysis of bank credit, our chief monetary factor, and explains why inflationary tendencies are present in our monetary system. He also goes into the present competitive relationship between the commercial banks and secondary financial institutions such as finance companies. (*Harper's*, \$2.15.)

Sound, Consistent Credit Granting Under Present Conditions

By C. A. CALDWELL*

Credit Manager, Dallas Gas Company, Dallas, Texas.

WHAT is a sound credit policy, as adapted to the sale of soft merchandise by department stores, men's clothing stores and specialty shops, is one of the questions of first importance before credit executives and store management in America today.

Opinion appears to be rather sharply divided. In one group we have stores that are operating very satisfactorily without varying their terms beyond sixty days and speeding up turnover in their receivables to where they are getting a higher turnover now than in many years. Don't misunderstand me. This group is probably very actively seeking new charge business, but they are seeking it upon a fixed plan of operation that has been proved a sound practice over a period of many years.

On the other hand, we have some of the representative department stores of the country who have gone into the sale of soft merchandise upon budget plans of payment and who widely advertise this deferred-settlement plan with the thought of adding volume above and in addition to the volume they could hope to obtain by limiting their credit sales to a thirty- to sixty-day operation.

The economic success or failure of this latter plan of operation has by no means been established through practice. Let us trace its history. The deferred plan of payment as applied to soft merchandise was originally instituted during the late depression. It was doubtless originated to meet two conditions.

First, there were many customers whose honesty and integrity were well established, but whose incomes had been reduced to such figures that they could not buy the type of merchandise they were accustomed to buy and pay for it within the former thirty- to sixty-day terms. In some instances management and credit executives figured that this business could be had upon a safe basis by extending the period of payment and *there was born a deferred-payment plan* to meet the conditions then existing.

The *second condition* that brought this about was a dire need for additional volume to maintain well-established businesses that were equipped or organized to do a volume far in excess of their volume of sales during this period of economic stress.

To meet a fixed overhead some important units of American retailing entered this field with the hope of attracting a volume of sales from entirely another field of retailing and *lowered their credit requirements* to the point where such business could be handled.

It must be remembered that this operation to date

*An address before the Eighth District Conference, Houston, Texas, May 10, 1937.

while considered by many firms successful has been successful only while the tide of economic conditions was rising. The acid test will come when the chart shows a downward trend instead of the upward trend that has been existing during the last three years.

In an endeavor to lay down a sound policy of operation, I have been reminded of the age-old axiom that I think might well be applied—"BE NOT THE FIRST BY WHICH THE NEW ARE TRIED NOR YET THE LAST TO END THE OLD ABIDE." I would not predict for the second group a crown of thorns, but from the standpoint of safety, I would remember that the *surest operating profit* is the profit where the cash is in the till within the shortest period of time upon which you can attract a satisfactory volume of sales.

Under present conditions we are selling service and terms in a competitive spirit for volume. We have dropped the word months and are using years instead—*and with the down payment left off, if you please!* In plain facts the sky appears to be the limit, developing into a stratosphere air activity.

So are we not under pressure both from the management and sales department? Service—Terms—Volume—Speed—these are what they are asking. Now does this spell sound, consistent credit granting?

To meet these requirements, however, shall we follow after and adopt the red (danger) and green (through) clearance system that our national traffic departments are using? And by so doing, we are in fact speed demons and are forced to render our decisions almost as quick (yet positive).

Your bankers pride themselves on loans made, small percentage of losses, large dividends to their stockholders. Now we all know that the handling of this is not left to one person but to many at a board meeting each day. The responsibility is divided.

Not so with the credit executive! He must be super-human—a specialist who can study his credit problems, today, quickly and accurately. The customer may be waiting. The sales department of your firm has passed the next move to you. What are you going to do about it?

As a doctor or specialist in his line, diagnoses and studies the difficult patient's case whose life may depend on his judgment, so does the life, existence, development and prosperity of your firm depend on your rapid decision under present conditions.

So, in sound, consistent credit granting under present conditions you just must strike the happy medium!

NCCRC Convention Program

(Continued from page 23.)

5:00—OPEN FORUM PERIOD.
ADJOURNMENT.

WEDNESDAY MORNING

JUNE 16

Joint Meeting with N.R.C.A.

WEDNESDAY AFTERNOON

(Delegates will visit Coulee Dam as guests of the Spokane Retail Credit Association.)

THURSDAY MORNING

JUNE 17

(So that all bureau managers may meet and discuss their work and problems with others from towns of similar or comparable population, the entire day's program is given over to Group Meetings.)

9:00—Group 1—Towns under 25,000 population—*Isabella Room.*

Discussion Leader—Geo. W. MacKenzie, Petaluma, Calif.

Group 2—25,000 to 100,000—*Elizabethan Rooms—B, C, D, E.*

Discussion Leader—Vincent A. Rogerson, Clarksburg, W. Va.

Group 3—100,000 to 250,000—*Room 530—Fifth Floor.*

Discussion Leader—Thomas Downie, Vancouver, British Columbia.

Group 4—Cities, 250,000 and over—*Room 539—Fifth Floor.*

Discussion Leader—A. B. Buckeridge, New York, N. Y.

12:00—ADJOURNMENT.

THURSDAY AFTERNOON

2:00—Continuation of morning program by the above groups—except Group 2—25,000 to 100,000, which will meet in *Marie Antoinette Room.*

5:00—ADJOURNMENT.

FRIDAY MORNING

JUNE 18

(This is one of the most important sessions of the Convention. At this meeting, the recommendations and findings of the various committees will be read and submitted for the approval of the delegates. Your votes will determine the policy of our organization for the coming year, so it is of the utmost importance that you be present throughout this entire morning.)

9:00—FINAL REPORT OF RULES AND REGULATIONS COMMITTEE.

FINAL REPORT OF RESOLUTIONS COMMITTEE.

FINAL REPORTS OF ALL SPECIAL COMMITTEES.

FINAL REPORT OF NOMINATIONS COMMITTEE.

UNFINISHED BUSINESS.

ADJOURNMENT.

Program Supervising Collection Department

TUESDAY MORNING

JUNE 15

Joint Meeting with N.R.C.A. General Assembly, Convention Hall.

TUESDAY AFTERNOON

(*Joint Meeting Bureau and Collection Department Managers.*)

WEDNESDAY MORNING

JUNE 16

Joint Meeting With N.R.C.A.—General Assembly—Convention Hall.

WEDNESDAY AFTERNOON

Delegates visit Coulee Dam as guests of Spokane Retail Credit Association.

THURSDAY MORNING

JUNE 17

SCD delegates will join with IBRD groups—in their respective population brackets.

THURSDAY AFTERNOON

2:00—CALL TO ORDER AND ADDRESS.

By P. H. Sachs, Chairman.

2:30—ADDRESS—"Personalizing Collection Service."

By Bernard B. Cantor, Portland, Oregon.

3:00—REPORT OF COMMITTEES.

3:15—ADDRESS—"Selling Receipts."

By Ed. Bishop, Seattle, Wash.

3:45—DISCUSSION.

4:00—ADDRESS—"Cooperation."

By J. F. O'Neill, Bakersfield, Calif.

4:30—OPEN FORUM.

5:00—ADJOURNMENT.

FRIDAY MORNING

JUNE 18

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FINAL REPORTS OF ALL SPECIAL COMMITTEES.

FINAL REPORT OF NOMINATIONS COMMITTEE.

UNFINISHED BUSINESS.

ADJOURNMENT.

"I Value The Blue Book of Credit and Collection Letters Very Much!"

—GEORGE W. VON ARX



Read this Letter from one of the 7,000 Users:

Nat'l Retail Credit Assn.
Executive Offices,
Saint Louis, Mo.

Dear Sirs:

I have before me a copy of "The Blue Book of Credit and Collection Letters," by Daniel J. Hannefin, which I value very much.

If there have been any later issues or additions to this book, I would greatly appreciate having them.

Very truly yours,
GEORGE W. VON ARX,
Credit Manager,
Pomeroy, Incorporated,
Wilkes-Barre, Pa.

December 7, 1936.



THIS book, prepared especially for the members of this Association, contains tested, proved collection letters; letters to revive inactive accounts and letters to bring in new accounts; "skeleton" letter ideas that you can adapt to your own letters.

Letters for every credit and collection department need—33 of them—any one of them worth more than the special price we have made on this book.

"Good horse sense in every line of it," wrote one member. "Wonderful letters"; wrote another, "and worth plenty to retailers who will use them." Hundreds of letters complimenting the book have been received. Read the typical letter at the left.

A glance at the subtitles will give you an idea of its contents:

Make Your Letters More Effective—With the "You" Viewpoint

The Secret of Prompt Collections—Uniform Credit Procedure

Starting New Accounts Off Right (With a series of letters for use on new accounts)

Educating Old Customers to Pay Promptly (With a series of letters for use on old accounts)

Installment or Budget Account Letters

Special Letters for Special Problems

Letters to Revive Inactive Accounts (With reports of actual results)

Letters That Build New Charge Account Business (Actual letters shown)

•

SPECIAL PRICE \$1.00 POSTPAID

(To members only; to nonmembers,
\$1.50 postpaid)

National Retail Credit Association

1218 Olive Street

St. Louis, Missouri

Over 7000 copies now in use by National Members!

Should Credit Granters Postpone Sales for 24 Hours (or longer) Instead of Granting Credit in 3 Minutes??

Certainly Not!!

But It Is Necessary When Stores Use Messenger Service Or the Mails to Receive Reports From the Bureau!

DELAYS ARE DANGEROUS

Because:

New applicants for credit, and excellent ones too, may and do "shop around" and, being treated more promptly at a competing store, forget to return to the slow-moving store, and not only that, but they tell their friends the difference (in courtesy and speed) between one store and the other—praising, of course, the store with modern methods and possibly even condemning the other.

Yet, both stores had spent thousands of dollars trying to attract these applicants' attention to the desirability of opening an account. One succeeded where the other failed.

Consequently, *speed*, as well as accuracy, is necessary when any person asks for the privilege of an account with your store, because that applicant is usually eager to begin buying at once. Slow action on your part may not only cost you sales today, but good will for a long time in the future.

Telautograph Service:

From your store to the Credit Bureau will give you complete information on the average applicant, in the handwriting of the clerk at the Bureau, in from 3 to 5 minutes after you *write* to the Bureau on the telautograph, giving name, address and references supplied by each new applicant.

All messages remain on the telautograph at your store and on your telautograph at the Bureau. Yet, the time of but one person is consumed while the inquiries and replies are being transmitted.

Think of the value of a service which provides you with complete information in such a speedy manner and which gives you a permanent and indelible record at the same time. No grief can follow because the report from the Bureau is in your possession for future reference. Can you afford to procrastinate longer on such a vital matter as this is? We think not.

Telautograph Rentals Average About One Dollar Per Day for Each Store Connected With the Local Credit Bureau

201 Stores and 36 Bureaus

Now Using This Service—They Will Tell You It Is Good!!

WE HAVE 45 BRANCH OFFICES AT YOUR SERVICE!!

DEPENDABILITY

ECONOMY

SERVICE

TELAUTOGRAPH CORPORATION

FACTORY AND GENERAL OFFICES:

16 WEST SIXTY-FIRST ST., NEW YORK, N. Y.

A New "Pay Promptly" Campaign

Companion to the "Standard" Series

Is Your Credit Record Holding You Back?

SIX NEW ADS:

"Credit—The Modern Magic Wand"

"Does 'Q. C.' Embarrass You?"

"Your Credit Record Is an Open Book"

"Do Credit Problems Haunt You?"

"Is Your Credit Record Holding you Back?"

"Friends Talk About 'Q. C.,' Too!"
(Shown at right)

Remove the "ball and chain"! Start now and rebuild your credit record by paying promptly.

YOU'VE seen them! Men who gave promise of brilliant careers—men who plodded and strove, year after year—yet failed just short of success!

Held back by the "ball and chain" of a bad credit record—their efficiency impaired by worries about bills—their chances at important positions and business opportunities were blocked by the shadow of "poor credit."

Not because they had planned it that way—but because they hadn't planned the right way!

Would thou heed up
The avenues of ill?
Pay every debt as if
God wrote the bill!
—Emerson

Today's plans are the realities of tomorrow. Plan now to make your credit a help in life—not a hindrance. Use your credit as a stepping stone to better things—a foundation stone for the future—by building an "O. K." credit reputation now.

Use your credit and pay all bills promptly;
that makes—and keeps—your credit "O. K.!"



©1937, NATIONAL RETAIL CREDIT ASSOCIATION

PUBLISHER NOTE CAREFULLY: This Space Is for Local Association Signature to be Set by You.

Cut off small brackets at each outside corner of advertisement which are placed there only to indicate exact size of space.

MATS IN TWO SIZES

These ads come complete, in mats ready to hand to your newspaper, in two sizes. Prices:

8 x 12 in. \$2.00 each
4 x 6 in. \$1.25 each

Sample advertisement (in 4" x 6" size) shown at left—actual size.

Series may be used as a campaign or in conjunction with our "Standard" series of 12 ads.

If you have used the "Standard" campaign, this new campaign can be used to "follow through." **If you have not** used the "Standard" campaign, you can use both as a continuous newspaper campaign of 18 advertisements.

A new "Portfolio of Pay Promptly Advertising," showing all of the ads of the new campaign, as well as the effective advertisements of the "Standard" campaign, will be sent upon request.

NATIONAL RETAIL CREDIT ASSOCIATION

1218 OLIVE STREET

SAINT LOUIS, MO.

